Bureau of Land Management Direct Customer Survey Results

Respondent Profiles Customer Satisfaction Ratings Improvement Opportunities

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Appendix A: Use Authorization Questionnaire

Appendix B: Mean Ratings by State by Customer Segment

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Appendix D: What Is Net Impression®?

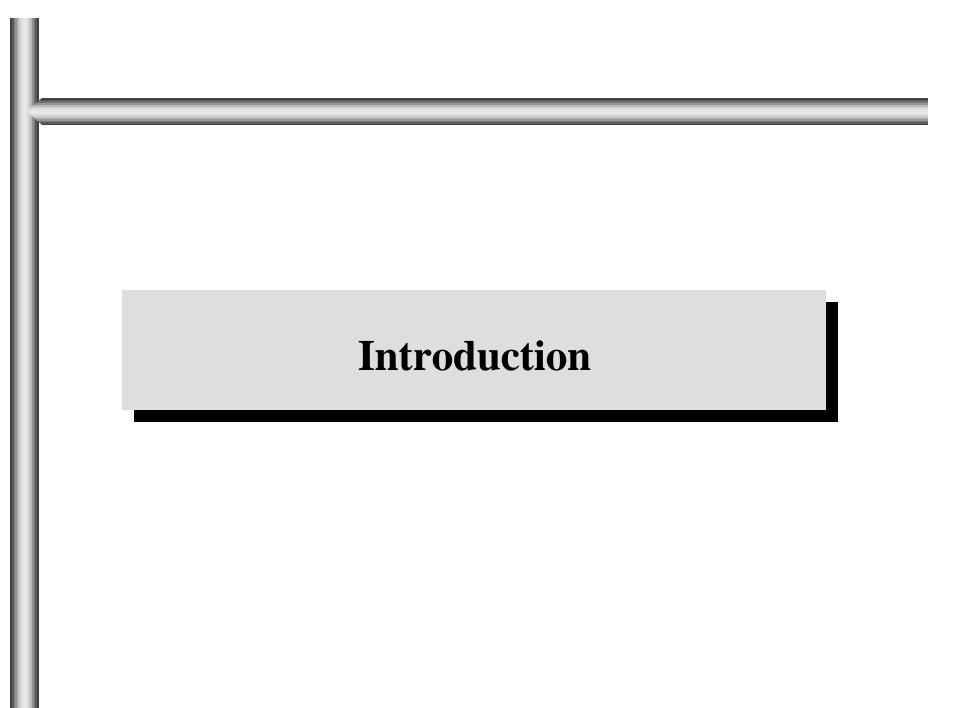
Appendix E: Glossary of Terms

KEY MESSAGES

CUSTOMER SURVEYS:

- Customer Surveys are now an integral part of how the BLM assesses how well the agency is meeting the expectations of the American people. This is a long-term agenda: we'll be at it just as long as we have customers.
- Customer Surveys reflect how people (our customers) perceive the agency. We
 will honor these perceptions and take action, either to improve our products and
 services or to respond to the perception.
- Survey results will initially be addressed by those units whose customers were surveyed. Policy issues, service-wide barriers and common themes identified by these frontline units will be addressed by Assistant and State Directors.
- Where national surveys are conducted, field units are accountable to the appropriate Assistant or State Director for:
 - An Action Plan that responds to the survey results. Actions must add value for the customer.*
 - A description of how these actions will be communicated to customers.

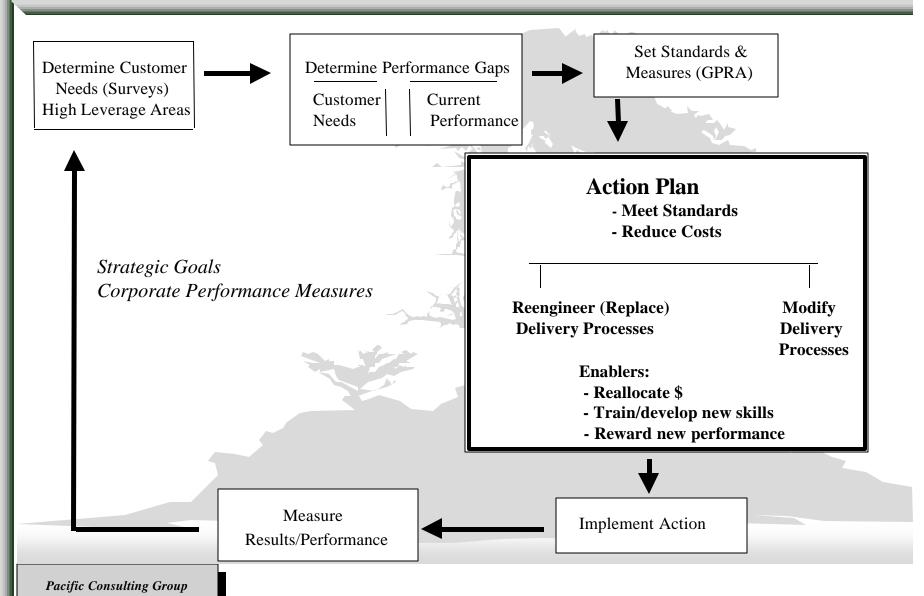
*The National Customer Service Team will provide oversight by reviewing the progress of all Action Plans six months after implementation and reporting to the appropriate Assistant or State Director.



The Project Has Three Main Objectives

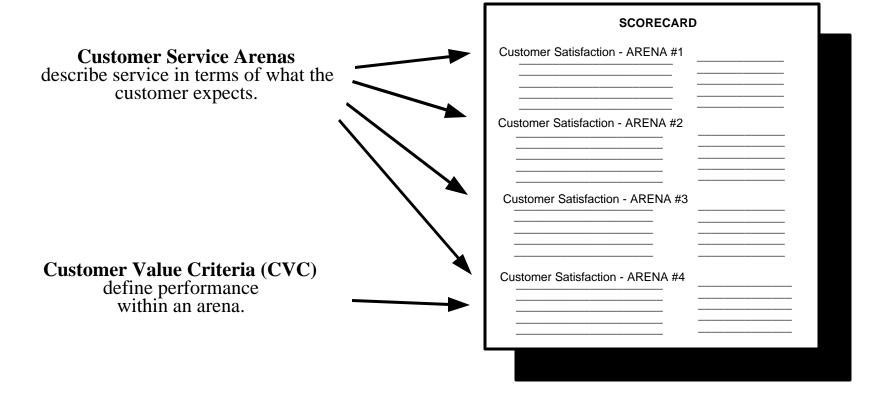
- Identify the expectations of our external customers for the products and services provided by the BLM.
- Prioritize opportunities to increase customer satisfaction (highleverage areas).
- Initiate actions to respond to customer needs.
 - The following page illustrates an action planning sequence that will guide BLM leadership in responding to the surveys.

Responding to Customer Survey Results



Net Impression®: The Customer Scorecard

Net Impression[®] is a market research technique for understanding customer expectations and prioritizing improvement opportunities. Qualitative research, usually in the form of focus groups or personal interviews, is used to identify the items that comprise the customer scorecard. A survey is constructed from the scorecard by creating a question for each Customer Value Criterion (CVC), a general question for each service arena, and an overall question about service. Next the quantitative survey is administered by either mail or personal contact. The survey responses are analyzed using the Net Impression® model software to identify leverage areas. High-leverage items are ones where changes will lead to the greatest increase in overall customer satisfaction.



Net Impression® Leverage Analysis Is Used to Prioritize Improvement Opportunities

- A high-leverage area is one where customers are relatively dissatisfied and/or where a change will probably improve satisfaction with the BLM.
- Leverage scores are indexed on a one to ten scale, where ten represents the best opportunity for improving customer satisfaction.
- Pacific Consulting Group's Net Impression® model was used to generate the leverage scores.
- Appendix D contains a description of Net Impression.®

	CONTRIBUTION/IMPORTANCE					
	LOW	HIGH				
LOW	MEDIUM LEVERAGE	HIGH LEVERAGE				
HIGH	LOW LEVERAGE	MEDIUM LEVERAGE				

A Phone Questionnaire Was Developed for Use Authorization Customers

- Three focus groups were conducted in 1995 to help construct a Use Authorization customer scorecard. These focus groups were held in Reno, NV, Coeur d'Alene, ID, and Santa Fe, NM. Participants were asked to discuss what they expected of BLM and how BLM could improve service.
- From this scorecard, survey questionnaires were developed for seven separate customer segments and administered by mail in 1995. These questionnaires contained customer satisfaction rating questions on items that focus group customers had identified as important in providing good service. Customers rated questions on a seven point scale, where one represented "Needs Major Improvement" and seven represented "Excellent." Demographic questions were included to profile major respondent groups.
- Because of the unacceptably low response rates during the 1995 mail survey, which improved dramatically with the 1998 phone survey, BLM chose to administer the third wave of this survey by phone. For the Oil and Gas segment, customers who were leasers were included in the survey, as operators had already been chosen. Customers for the Recreational Permit survey included only those with commercial permits.
- The 1999 questionnaires for the five use authorization segments (Right-of-Way, Grazing, Realty Management, Oil and Gas, and Recreation) were modified to include questions more specific to each segment's operations. The four general arenas were altered slightly by discarding, rewording, or moving questions. The Recreational Permit survey was altered more significantly. The recreation process was broken into two main groups: the handling of permits (4 arenas) and management of operations (2 arenas).
- These phone questionnaires were reviewed and finalized by key BLM employees. The 2000 BLM Use Authorization questionnaire is shown in Appendix A.

Survey Administration

- Telephone interviews were conducted from July 5, 2000 to August 11, 2000, by Schulman, Ronca and Bucuvalas, Inc., a market research firm with offices in New York, N.Y. and Washington, D.C.
- The overall response rate is 83%. Response rates across all five customer segments range from 82% to 84%. The response rate is defined as the percentage of completed interviews compared to the total number of incomplete interviews.
- The overall participation rate is 96%. Participation rates across all five customer segments range from 95% to 97%. The participation rate is defined as the percentage of customers who were contacted and agreed to participate compared with the total number of people who were contacted and declined to participate.
- Together, the response rate and the participation rate reflect meticulous survey research procedures, relatively accurate customer lists, and a high degree of program interest among respondents.
- A high response rate ensures that the report reflects the opinions of the entire population. Even if nonrespondents' opinions differed markedly from respondents', they would not represent a large enough proportion to change the overall findings.

Customer Type	Response Rate	Participation Rate
Right-of-Way Grants	82.2%	95.3%
Grazing Permits	83.6%	94.5%
Realty Management Proposals	82.4%	97.0%
Oil and Gas Permit Applications	83.3%	95.9%
Recreational Permits	83.0%	95.5%
Total	83.0%	95.6%

Survey Sampling

- To balance comprehensiveness and efficiency, cluster sampling schemes were employed for each of the customer segments. For easy comparison, the 2000 sampling scheme shown below was the same as that for 1998 and for the 1998 phone and 1995 mail surveys.
- Sample sizes of 200 were initially intended to produce 100 completed interviews from each customer segment from each participating State Office. Actual sample sizes were lower due to duplicates in the databases and the difficulty of finding telephone numbers.
- Customers were chosen based on whether their cases* were active and current. Active cases were described as ones whose application were received and established. Current cases were those handled between January 1, 1998, and November 31, 1999.
- Quotas for telephone interviews were set at 50% of the total sample for each segment. Due to high response rates and participation rates, these quotas were exceeded at the end of the five-week period. Ouotas were not further refined to the state office level.

*Cases include grants for Right-of-Way, permits for Grazing and Recreation, permit applications for Oil and Gas, and proposals for Realty Management.

Maximum Sampling Error by Customer Segment

Customer Segment	Sample Size	Interviews Completed	Maximum Sampling Error (95% Confidence Level)*
Right-of-Way Grants	582	299	± 4.8%
Grazing Permits	756	355	± 4.4%
Realty Management Proposals	442	201	± 5.8%
Oil and Gas Permit Applications	1,582	400	± 4.1%
Recreational Permits	930	435	± 4.0%

^{*}A maximum sampling error of \pm 5% is commonly used when representing statistical accuracy in survey research.

Total Samples and Completed Interviews by State

Total Samples

Population for Customer Segments	AK	AZ	CA	СО	ES	ID	MT	NM	NV	OR	UT	WY	Total Sample
Right-of-Way Grants	37	171	1	1	1	1	1	233	141	1	1		582
Grazing Permits						196	190	193				177	756
Realty Management Proposals	135		149			129				29			442
Oil and Gas Permit Applications				413	361		280					528	1,582
Recreational Permits			75	348						190	317		930

Completed Interviews

Customer Segments	AK	AZ	CA	СО	ES	ID	MT	NM	NV	OR	UT	WY	Total
Right-of-Way Grants	21	72						141	65				299
Grazing Permits						93	96	80				86	355
Realty Management Proposals	66		64			55				16			201
Oil and Gas Permit Applications				86	85		91					138	400
Recreational Permits			28	174						78	155		435

Report Organization

- This report summarizes the results from each survey and contains the following sections:
 - **Customer Scorecard**
 - Respondent Profile
 - **Customer Satisfaction Ratings**
 - Comparison of Mean Ratings for Scaled Opinion Questions
 - Analysis of Service Delivery Performance Indicators (e.g., timeliness of services delivered) Where Applicable
 - **Improvement Opportunities**
 - Comparison of 2000 and 1998 Statistical Results



Right-of-Way Grant Customer Scorecard

Overall Satisfaction with BLM (1 question)

Service Quality and Processing Grants (10 questions + 1 overall)

- Processing minor category Rights-of-Way applications in a timely manner
- Delegating sufficient authority to local employees to make decisions
- Informing you of issues, terms, and conditions pertaining to permits being processed
- · Having consistent procedures and guidance between field offices
- Having personnel who reflect a positive attitude
- Providing assistance when needed to complete a permit or application
- Explaining the terms and conditions of the permit
- Providing products and services via the Internet and electronically
- Responding to your information
- Processing the communication site application with mutually agreed upon timeframes

Communicating and Collaborating with the Public (8 questions + 1 overall)

- Bringing people together to consider economic and social issues in making land management decisions
- Informing the public about Rights-of-Way management issues and decisions
- Providing opportunities to participate in land use planning
- Providing opportunities to participate in environmental analyses
- · Working with other federal and state agencies and organizations
- Taking initiative on issues affecting land management agencies
- Maintaining good communication and coordination within the BLM
- Having a visible presence in the field and/or in the community

Resource Management (4 questions + 1 overall)

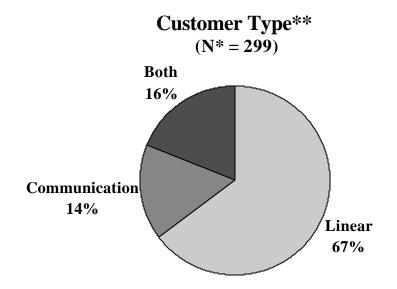
- Balancing the multiple uses of public lands
- · Protecting the natural and cultural resources on public lands
- Managing permitted operations on public lands
- · Considering the social and economic effects of land management decisions on industries, communities, and individuals

Regulations, Policies, and Guidance (6 questions + 1 overall)

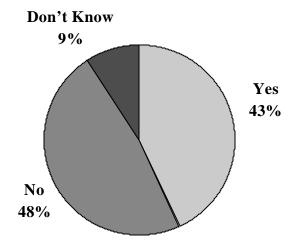
- · Having clear, understandable, and reasonable regulations, policies, and guidance
- Enforcing regulations and policies fairly, consistently, and equitably
- Interpreting regulations consistently
- Involving you in the development of regulations, policies, and guidance
- Explaining the communication site regulations and fees
- Explaining the fee calculation

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299 Interviews with Right-of-Way Customers **Were Completed**



Existing Right-of-Way Corridor Applications*** (N = 249)



- *N = Number of respondents.
- **Linear customer refers to those requesting Rightof-Way grants along land, such as roads, pipes, gas lines, and power cables. Communication customer refers to those requesting communication equipment on land, such as microwave, radio towers, or satellite dishes on hills.
- ***Existing Right-of-Way Corridor Applications include Linear customers and customers whom are both Linear and Communication customers.

BLM State for Right-of-Way Customers

Administrative State

State	Customers	Percent
AK	21	7.0%
AZ	72	24.1%
NM	141	47.2%
NV	65	21.7%

State Most Often Contacted

State	Customers	Percent
AK	20	6.7%
AZ	62	20.7%
CA	7	2.3%
СО	3	1.0%
IL	1	0.3%
MT	1	0.3%
NM	130	43.5%
NV	58	19.4%
NY	1	0.3%
ND	1	0.3%
OR	1	0.3%
TX	1	0.3%
UT	6	2.0%
WY	5	1.7%
Don't Know	2	0.7%

Administrative BLM Office for Right-of-Way Customers

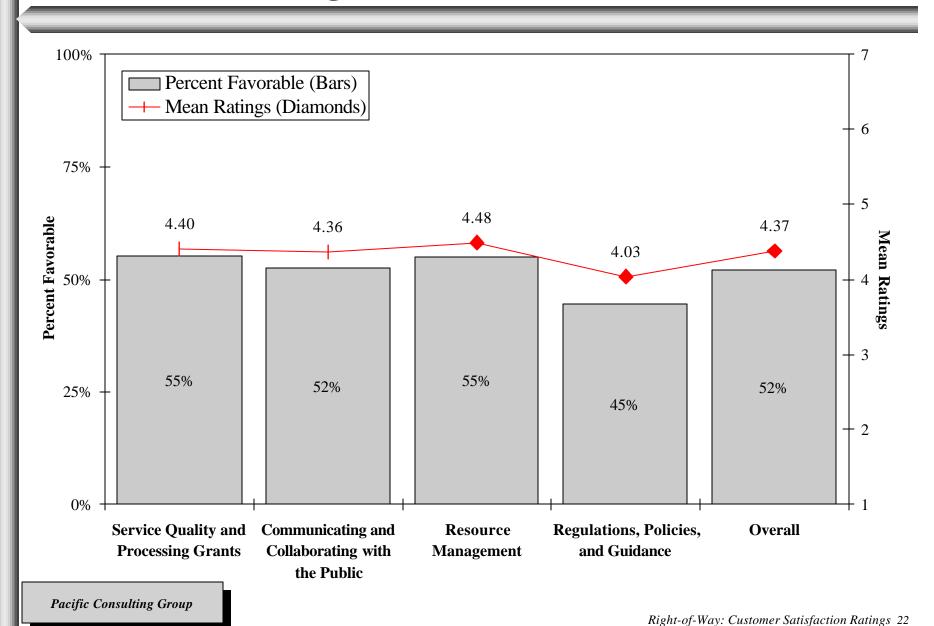
Field Office/ Center	AK Customers
Anchorage	9
Fairbanks	7
Northern	1
Glennallen	1
Tok District	1
Other	1

Field Office/ Center	AZ Customers
Phoenix	27
Kingman	7
Yuma	7
Safford	5
Tuscon	5
Arizona Strip	4
Lake Havasu	1

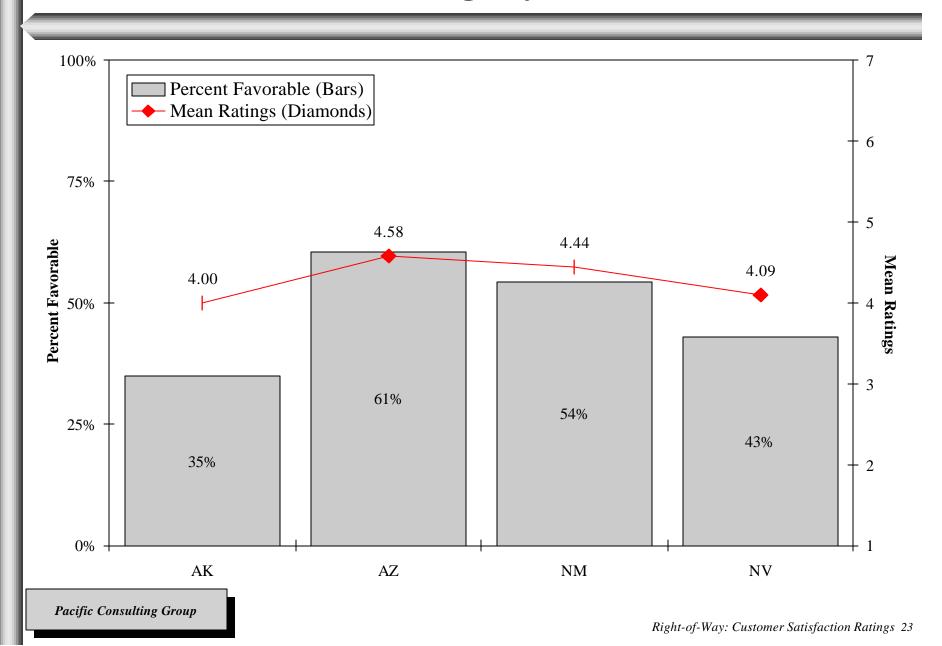
Field Office/ Center	NM Customers
Carlsbad	37
Farmington	31
Las Cruces	22
Roswell	14
Albuquerque	6
Socorro	3
Taos	3
Tulsa	3
Other	9

Field Office/ Center	NV Customers
Las Vegas	46
Battle Mountain	2
Carson City	2
Ely	2
Elko	1
Other	4

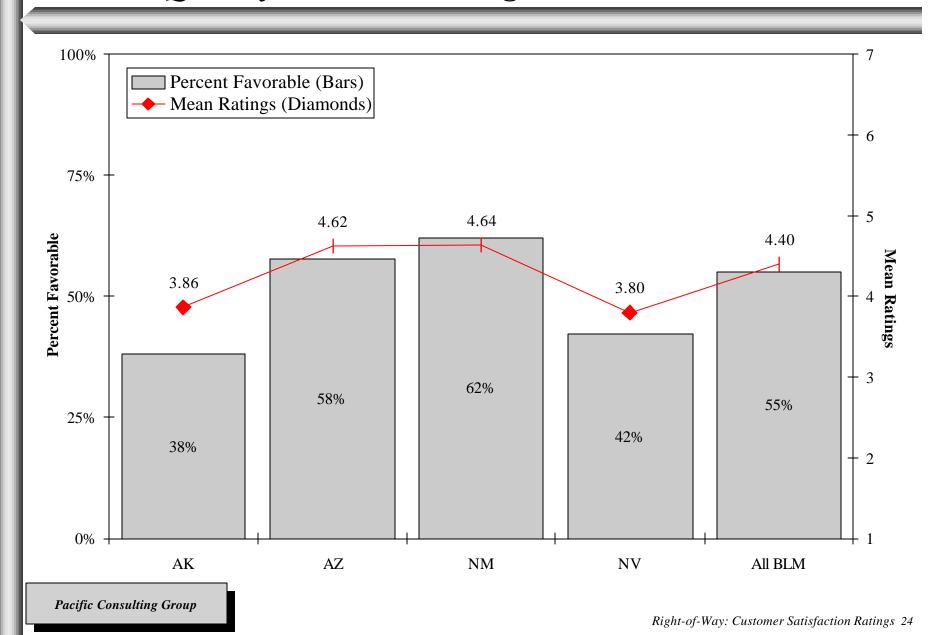
Arena and Overall BLM Performance Satisfaction Ratings



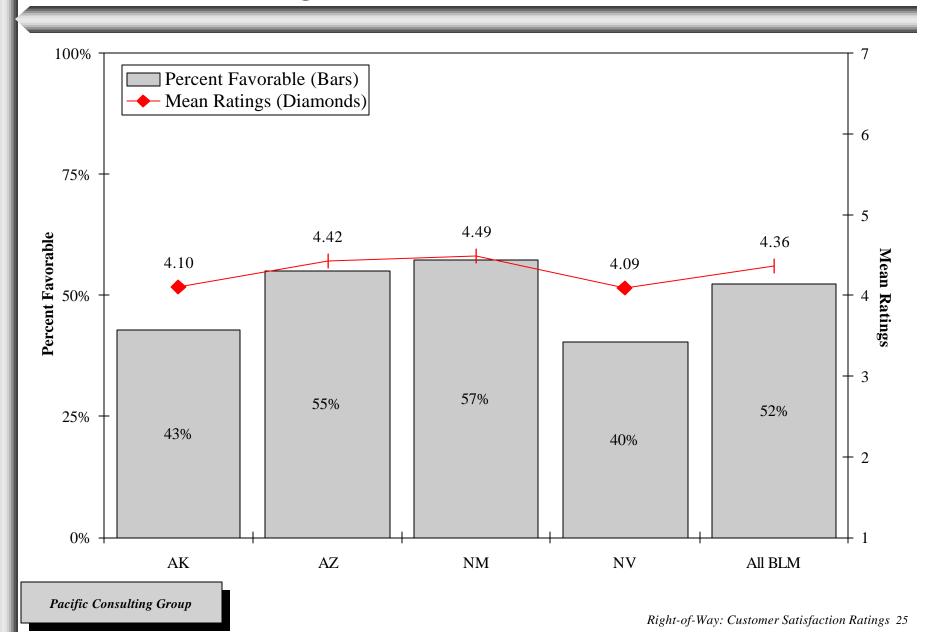
Overall Satisfaction Ratings by State



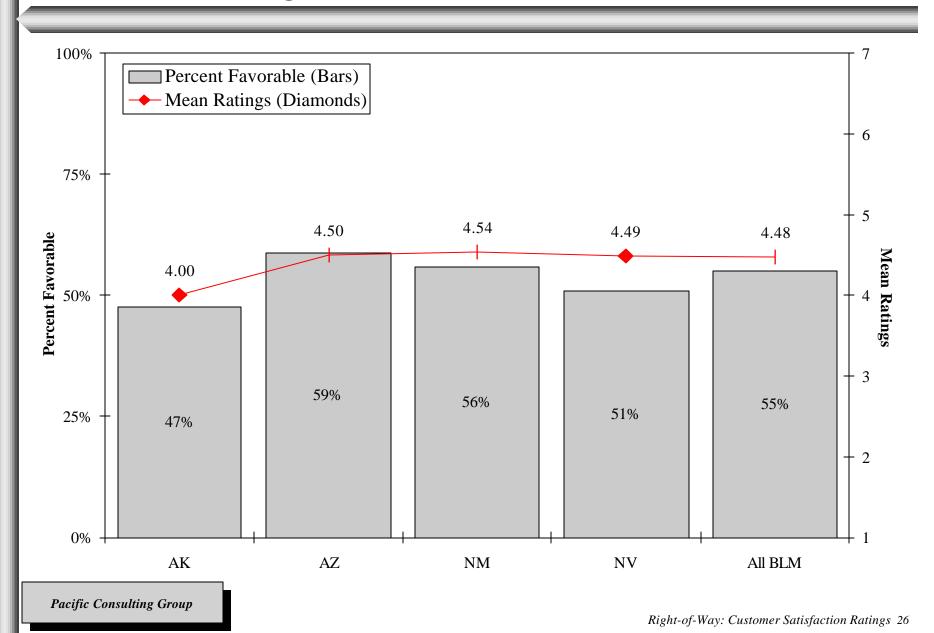
Satisfaction Ratings by State for the Service Quality and Processing Grants Arena



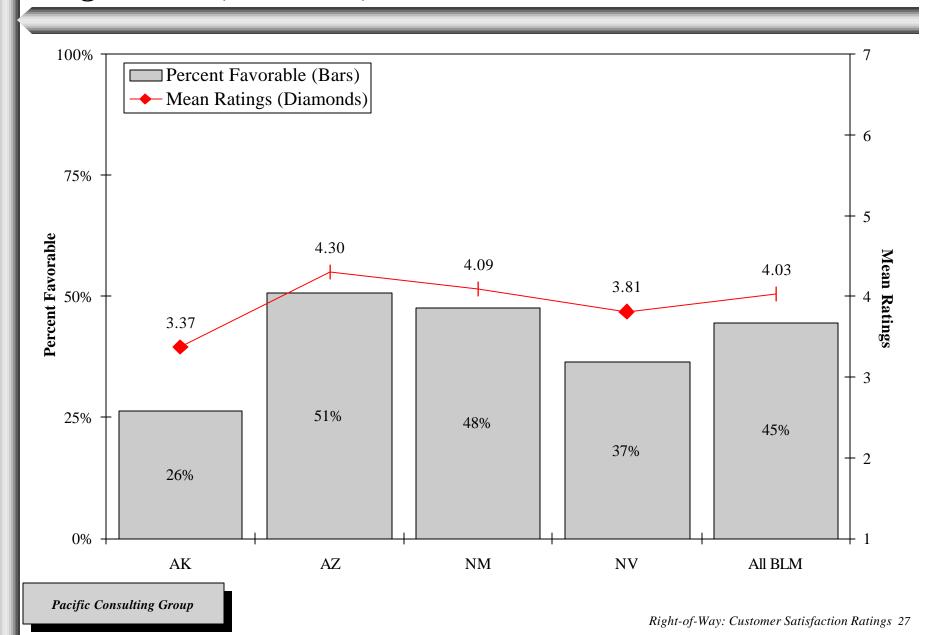
Satisfaction Ratings by State for the Communicating and Collaborating with the Public Arena



Satisfaction Ratings by State for the Resource Management Arena

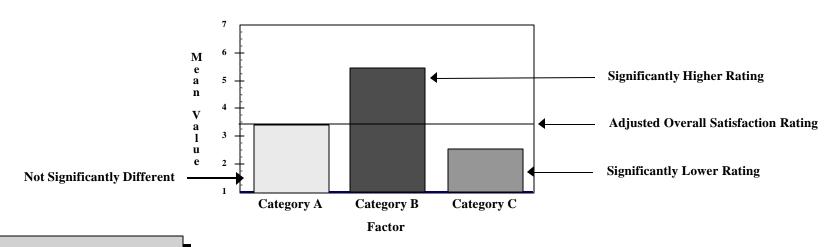


Satisfaction Ratings by State for the Regulations, Policies, and Guidance Arena



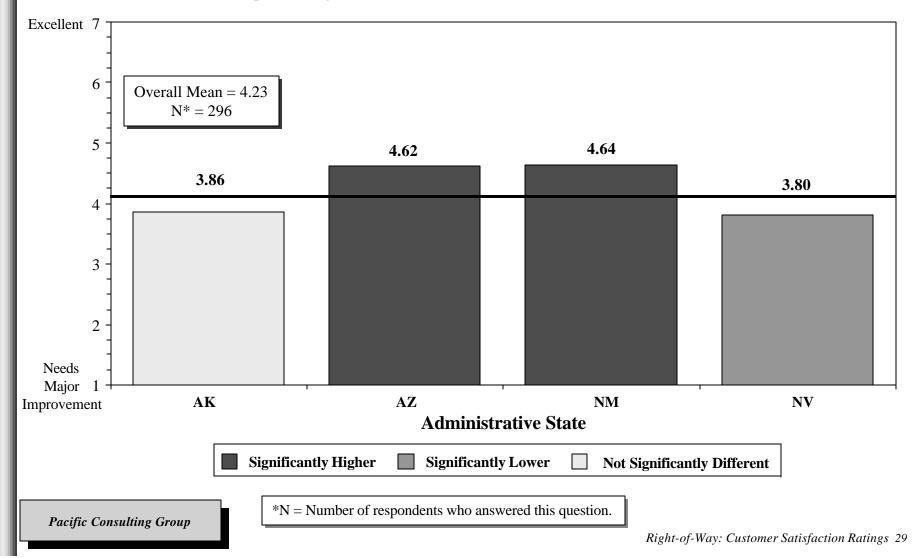
Demographic Information Is Used to Help Explain Differences in Customer Satisfaction Ratings

- Demographic information accounts for some of the differences in customer satisfaction ratings.
- Analysis of variance was performed on the overall customer satisfaction question and each of the four service arenas. Demographic factors include:
 - The state administrative office; and
 - The type of customer (linear, communication, or both).
- Only effects that are statistically significant at the 95% confidence level are shown.
- For each significant factor (e.g., state administrative office), the mean of each of the categories (e.g., AK, AZ, NM, or NV) is displayed in a chart as shown below.



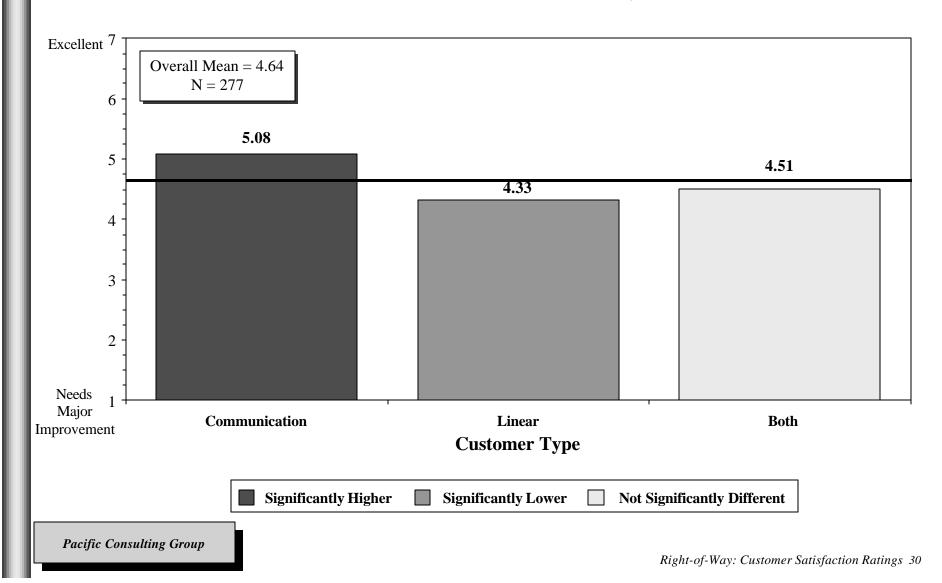
Significant Differences in Service Quality and Processing Grants Ratings

• Customers whose permits are administered by the Arizona or New Mexico state office are most satisfied with BLM service and processing.



Significant Differences in Resource Management Ratings

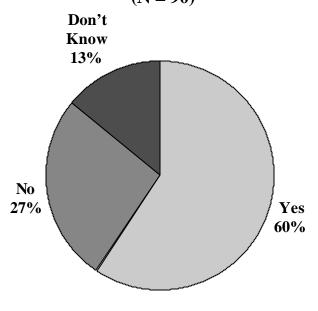
• Communication customers are most satisfied with BLM resource management.



Response Time to Phone and Written Requests: Communication Customers*

- Three out of five Communication customers had their phone or written requests answered in five days.
- Communication customers whose phone or written requests were answered in five days give significantly higher ratings than do Communication customers whose requests were not answered as quickly.

Phone or Written Request Answered Within Five Days (N = 90)



Overall Rating Questions**	Yes (Min. N = 49)	No (Min. N = 21)
Service Quality and Processing Grants	4.89	3.08
Communicating and Collaborating with the Public	4.90	3.29
Resource Management	5.25	3.73
Regulations, Policies, and Guidance	4.56	3.38
Overall BLM Performance	4.92	3.54

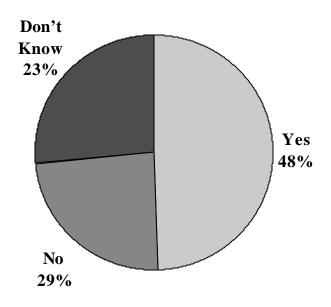
^{*}Respondents who identified themselves as Communication customers or as both Linear and Communication customers

^{**}All questions show significant differences at the 95% confidence level.

Response Time to Cost Recovery Application**: Communication Customers

- About half of the Communication customers had their cost recovery applications processed within sixty days, or were provided with a reasonable target date.
- Communication customers whose cost recovery applications were processed within sixty days give significantly higher ratings than do Communication customers whose applications were not processed in sixty days.

Cost Recovery Application Processed within 60 Days (Category I-IV) (N = 90)



Overall Rating Questions**	Yes (Min. N = 39)	No (Min. N = 23)
Service Quality and Processing Grants	5.30	3.08
Communicating and Collaborating with the Public	5.10	3.38
Resource Management	5.47	4.04
Regulations, Policies, and Guidance	4.98	3.36
Overall BLM Performance	5.26	3.35

^{*}Cost Recovery refers to how much money a customer owes the BLM.

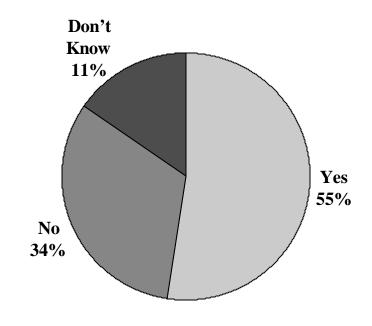
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^{**}All questions show significant differences at the 95% confidence level.

Response Time to Phone and Written Requests: Linear Customers*

- More than half of the Linear customers had their phone or written requests answered in five days.
- Linear customers whose phone or written requests were answered in five days give significantly higher ratings than do Linear customers whose requests were not answered.

Phone or Written Request Answered Within Five Days (N = 237)



Overall Rating Questions**	Yes (Min. N = 128)	No (Min. N = 76)
Service Quality and Processing Grants	4.91	3.28
Communicating and Collaborating with the Public	4.81	3.50
Resource Management	4.72	3.79
Regulations, Policies, and Guidance	4.50	3.14
Overall BLM Performance	4.75	3.54

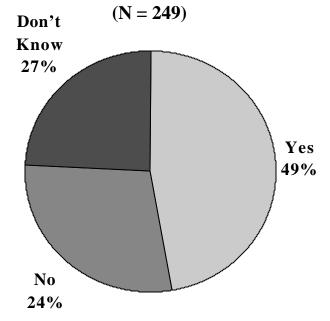
^{*}Respondents who identified themselves as Linear customers or as both Linear and Communication customers

^{**}All questions show significant differences at the 95% confidence level.

Response Time to Cost Recovery Application**: Linear Customers

- Almost half of the Linear customers had their cost recovery applications answered within sixty days, or were provided with a reasonable target date.
- Linear customers whose applications were processed within sixty days give significantly higher ratings than do Linear customers whose applications were not processed within sixty days.

Cost Recovery Application Processed within 60 Days (Category I-IV or MVLA Category I-V)



Overall Rating Questions**	Yes (Min. N = 123)	No (Min. N = 57)
Service Quality and Processing Grants	5.30	3.08
Communicating and Collaborating with the Public	5.10	3.38
Resource Management	5.47	4.04
Regulations, Policies, and Guidance	4.98	3.36
Overall BLM Performance	5.26	3.35

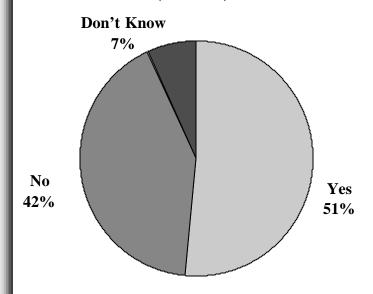
*Cost Recovery refers to how much money a customer owes the BLM.

^{**}All questions show significant differences at the 95% confidence level.

Expedited Processing of Existing Corridor Applications: Linear Customers

- About half of the Linear customers received expedited processing of their existing corridor application.
- Linear customers who applied for an existing corridor and received expedited processing give significantly higher ratings than do Linear customers who applied for an existing corridor and did not receive expedited processing.

Linear Customers who Received Expedited Processing of their Existing Corridor Applications (N = 107)



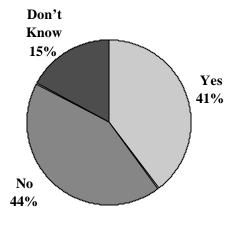
Overall Rating Questions*	Yes (Min. N = 52)	No (Min. N = 43)
Service Quality and Processing Grants	5.20	3.56
Communicating and Collaborating with the Public	5.27	3.67
Resource Management	4.96	3.58
Regulations, Policies, and Guidance	4.78	3.07
Overall BLM Performance	5.13	3.47

*All questions show significant differences at the 95% confidence level.

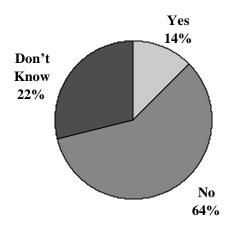
Options Offered during Application Processing: Linear Customers

- Almost half of the Linear customers were not given the option of faxing in their application.
- More than half of the Linear customers were not given the option of paying their fees with a credit card.
- More than half of the Linear customers were not provided with a customer comment card during the application process.

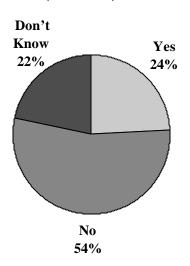
Ability to Fax Application (N = 242)



Ability to Pay Fees with a Credit Card (N = 229)



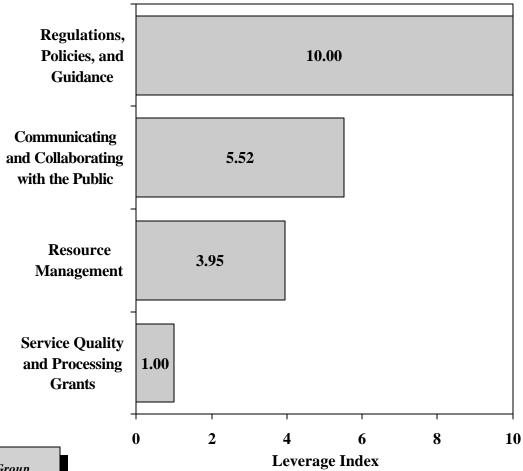
Provided a Comment Card during the Application Process (N = 249)



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Overall Improvement Priorities

Leverage is indexed on a 1 to 10 scale, with higher numbers indicating greater improvement priorities. The customer value criteria with the highest leverage is shown as a "10" on the scale, that with the least leverage, as a "1."



Improvement Priorities for the Regulations, Policies, and Guidance Arena

Prioritized Improvement Opportunities

Comments for Improvement

Having clear, understandable, and reasonable regulations, policies, and guidance

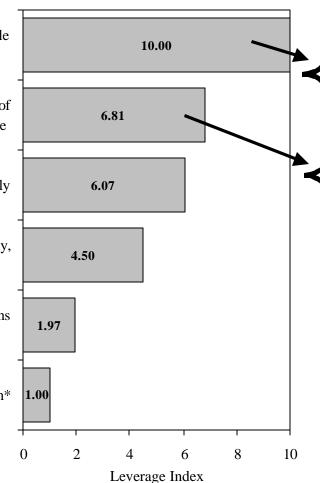
> Involving you in the development of regulations, policies, and guidance

Interpreting regulations consistently

Enforcing regulations and policies fairly, consistently, and equitably

Explaining the communication site regulations and fees*

Explaining the fee calculation*



Have consistent and understandable rules and regulations. When we apply for a permit, we need a complete outline of everything that is required, including costs. Stop the step-after-step approach.

Involve the public more in decision-making and policy procedures.

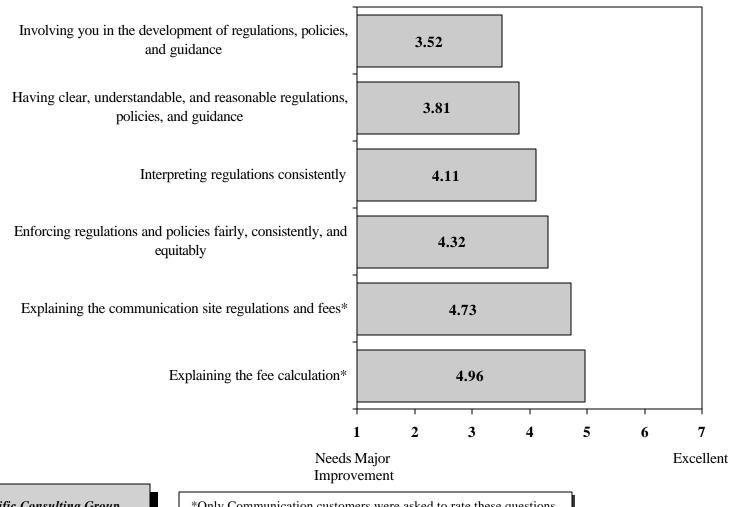
Show more concern and listen to the needs of the community and the local area.

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*Only Communication customers were asked to rate these questions.

Mean Results by Question for Regulations, Policies, and Guidance

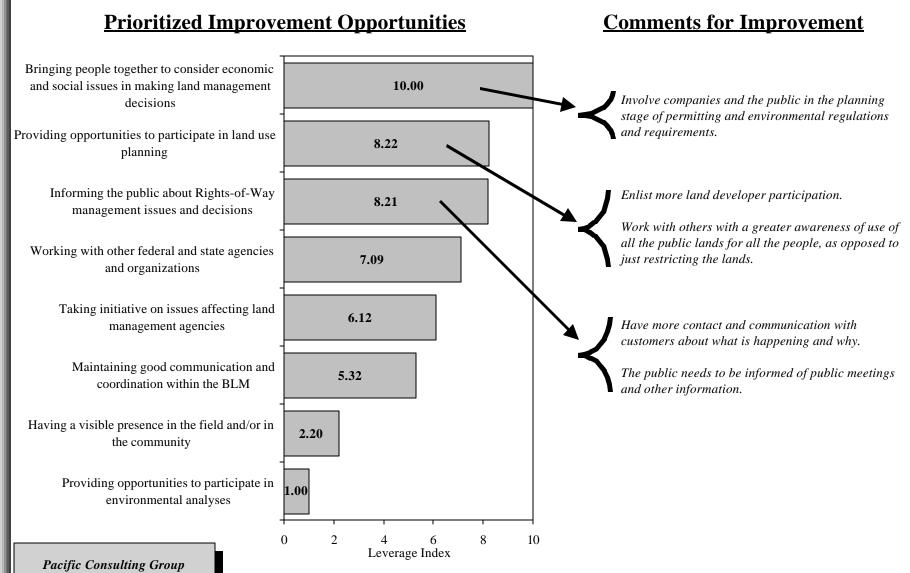
Mean Overall Satisfaction = 4.03



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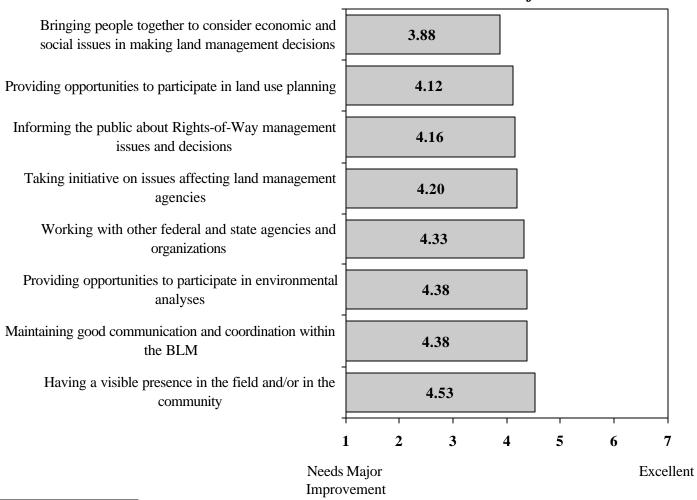
*Only Communication customers were asked to rate these questions.

Improvement Priorities for the Communicating and Collaborating with the Public Arena



Mean Results by Question for Communicating and Collaborating with the Public

Mean Overall Satisfaction = 4.36



Improvement Priorities for the Resource Management Arena

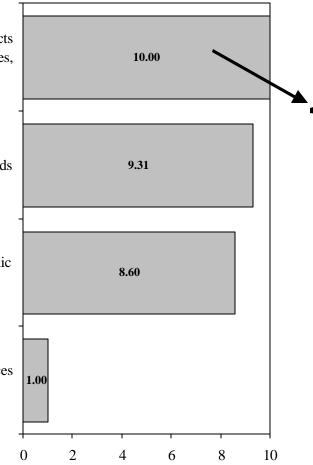
Prioritized Improvement Opportunities

Considering the social and economic effects of land management decisions on industries, communities, and individuals

Balancing the multiple uses of public lands

Managing permitted operations on public lands

Protecting the natural and cultural resources on public lands



Leverage Index

Comments for Improvement

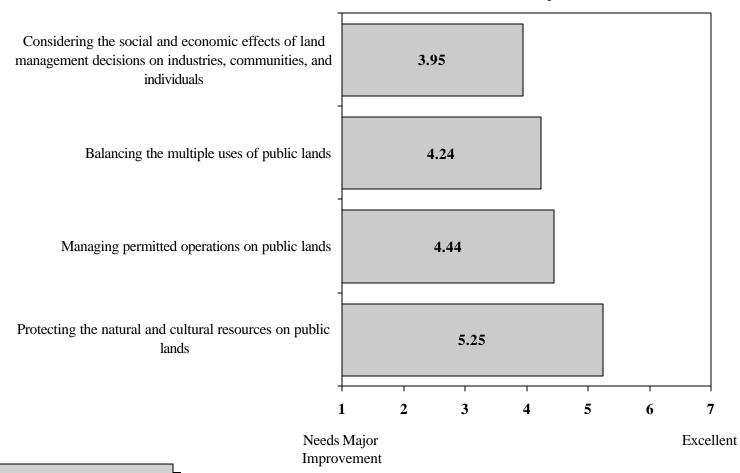
Consider the economic impact and social issues these decisions have on industry. Take into account endangered species over the needs of people.

Be more understanding of the people that are living in the area, not just the people that have permits to graze in the area.

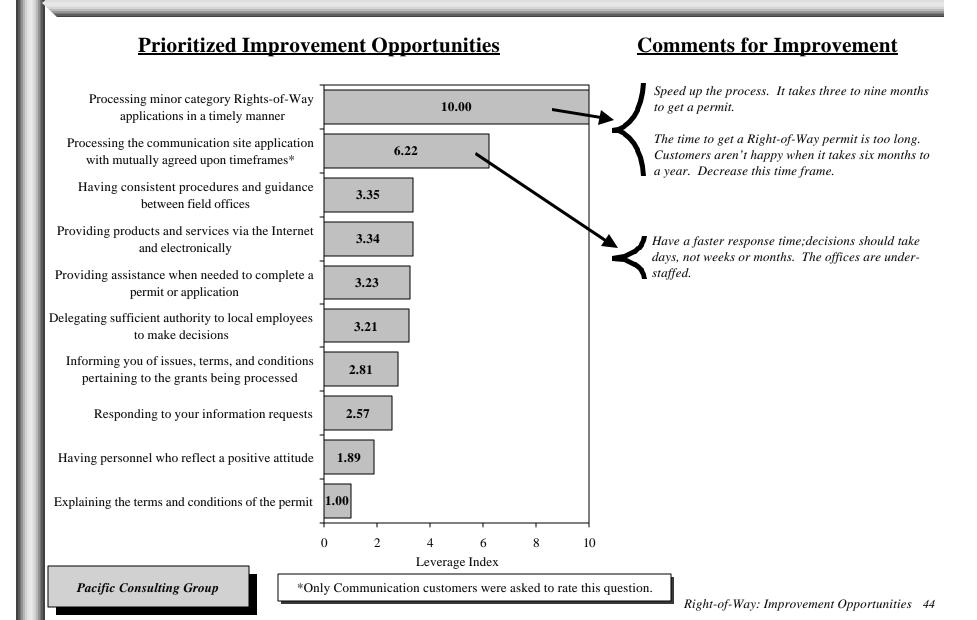
The BLM needs direction on how to manage their land from the perspective of mineral extraction versus surface preservation and resources.

Mean Results by Question for Resource Management

Mean Overall Satisfaction = 4.48

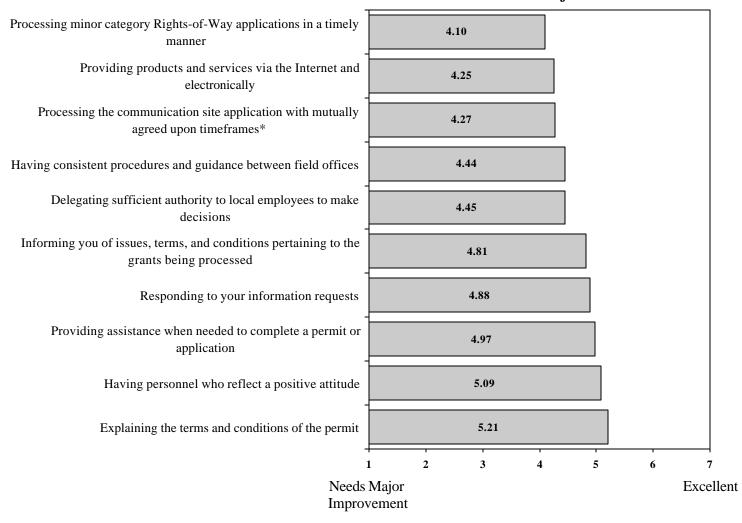


Improvement Priorities for the Service Quality and Processing Grants Arena



Mean Results by Question for Service Quality and Processing Grants

Mean Overall Satisfaction = 4.40



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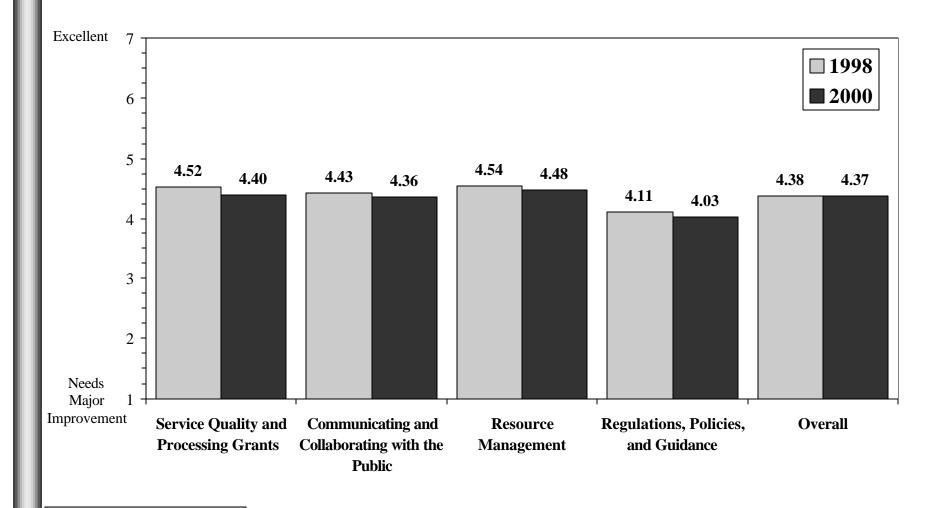
*Only Communication customers were asked to rate this question.

Respondents Made 258 Comments

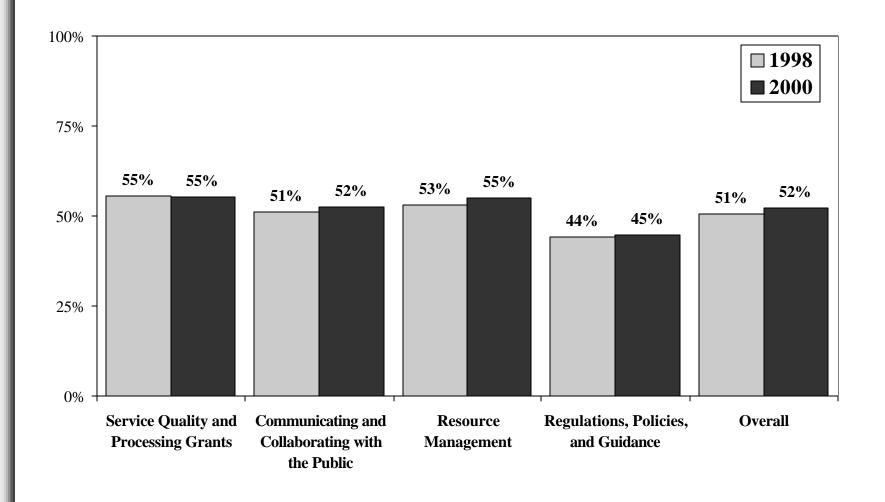
- 86% of customers completing the questionnaire made comments about Right-of-Way grants.
- The comments were divided among states as follows: 47% NM, 24% AZ, 23% NV, 7% AK.

Comment		Percent	Arena	
Improve the efficiency and timeliness of the processing	69	27%	Processing	
Improve staffing	36	14%	Processing	
Improve Public Relations	25	10%	Communication	
Interpret the rules more consistently	21	8%	Regulations, Policies, and Guidance	
Make the rules more understandable and reasonable	20	8%	Regulations, Policies, and Guidance	
Inform the public about land management decisions and issues	11	4%	Communication	
Increase local control	11	4%	Resource Management	
Seek and follow through on public input	10	4%	Communication	
Consider social, environmental, and economic issues in land				
management decisions	8	3%	Resource Management	
Improve the management of multiple uses	7	3%	Resource Management	
Improve communication and coordination within BLM	6	2%	Communication	
Keep applicants informed at all stages of the process	4	2%	Processing	
Improve communication and coordination with other federal agencies				
and organizations	4	2%	Communication	
Enforce rules more strictly and effectively	3	1%	Regulations, Policies, and Guidance	
Improve the maintenance of the land (including facilities)	2	1%	Resource Management	
General negative comments		7%		
Other	4	2%		
Total	258	100%		

1998 and 2000 Mean Comparisons



1998 and 2000 Percent Favorable Comparisons



Grazing Permit Customers

Grazing Permit Customer Scorecard

Overall Satisfaction with BLM (1 question)

Service Quality and Processing Permits (11 questions + 1 overall)

- Processing Grazing Permits in a timely manner
- Delegating sufficient authority to local employees to make decisions
- Informing you of issues, terms, and conditions pertaining to permits being processed
- · Having consistent procedures and guidance between field offices
- Providing products and services via the Internet and electronically
- Responding to your questions and/or requests for information
- Providing clear and understandable leases and permits
- Providing reasonable presence in the field to administer the leases and permits
- Understanding livestock operations and resource issues sufficient to administer the leases and permits
- · Providing assistance when needed to complete applications
- Explaining the terms and conditions of the permit

Communicating and Collaborating with the Public (8 questions + 1 overall)

- Bringing people together to consider economic and social issues in making land management decisions
- Informing the public about land management issues and decisions
- Providing opportunities to participate in land use planning
- Providing opportunities to participate in environmental analyses
- Working with other federal and state agencies and organizations
- Maintaining good communication and coordination within the BLM
- Having a visible presence in the field and/or in the community
- Educating the public about how to use the land

Resource Management (8 questions + 1 overall)

- Balancing the multiple uses of public lands
- Maintaining the lands in healthy condition
- Protecting the natural and cultural resources on public lands
- Considering the social and economic effects of land management decisions on industries, communities, and individuals
- Managing permitted operations on public lands
- Managing riparian and wetland areas
- Controlling weed infestation
- Working in a collaborative process to balance the use of the land

Regulations, Policies, and Guidance (5 questions + 1 overall)

- · Having clear, understandable, and reasonable regulations, policies, and guidance
- · Enforcing regulations and policies fairly, consistently, and equitably
- Interpreting regulations consistently
- Involving you in the development of regulations, policies, and guidance
- Implementing guidelines for livestock grazing

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355 Interviews with *Grazing Permit* Customers **Were Completed**

Permit from More Than One BLM Office	Customers	Percent*
Yes	45	12.7%
No	308	86.8%
Don't Know/Refused	2	0.6%

Grazing Allotments	Customers	Percent
One	165	46.5%
Two	68	19.2%
Three	47	13.2%
Four or more	52	14.6%
Don't Know/Refused	23	6.5%

Forest Service Grazing Permit	Customers	Percent
Yes	74	20.8%
No	279	78.6%
Don't Know/Refused	2	0.6%

Total Acres	Customers	Percent
Less than 10,000	238	67.0%
10,000 - 49,999	68	19.2%
50,000 - 99,999	25	7.0%
100,000 - 499,999	13	3.7%
Don't Know/Refused	11	3.1%

BLM State for *Grazing* Customers

Administrative State

State	Customers	Percent*
ID	93	26.2%
MT	96	27.0%
NM	80	22.5%
WY	86	24.2%

State Most Often Contacted

State	Customers	Percent*
AZ	1	0.3%
ID	89	25.1%
IA	1	0.3%
MD	1	0.3%
MT	86	24.2%
NM	77	21.7%
NV	1	0.3%
Y	1	0.3%
SD	9	2.5%
VT	1	0.3%
WY	87	24.5%
Don't Know or Refused	1	0.3%

Administrative BLM Office for Grazing Customers

Field Office/ Center	ID Customers
Idaho Falls District	23
Boise	15
Salmon	10
Malad City	8
Pocatello	8
Shoshone	6
Burley	5
Coeur d'Alene	2
Other	10

	Field Office/ Center	MT Customers	Field Office/ Center	NM Customers	Field Office/ Center
	Miles City	31	Roswell	20	Rawlins
	Lewistown	15	Las Cruces	19	Kemmerer
	Malta	9	Carlsbad	13	Buffalo
	Butte	9	Taos	9	Worland District
	Missoula	4	Socorro	5	Lander
	Billings	4	Albuquerque	5	Casper
	Other	11	Farmington	3	Newcastle
			Tulsa	1	Rock Springs
- 1				i	·

Other

1

WY Customer 11

11

11

10

8

6

5

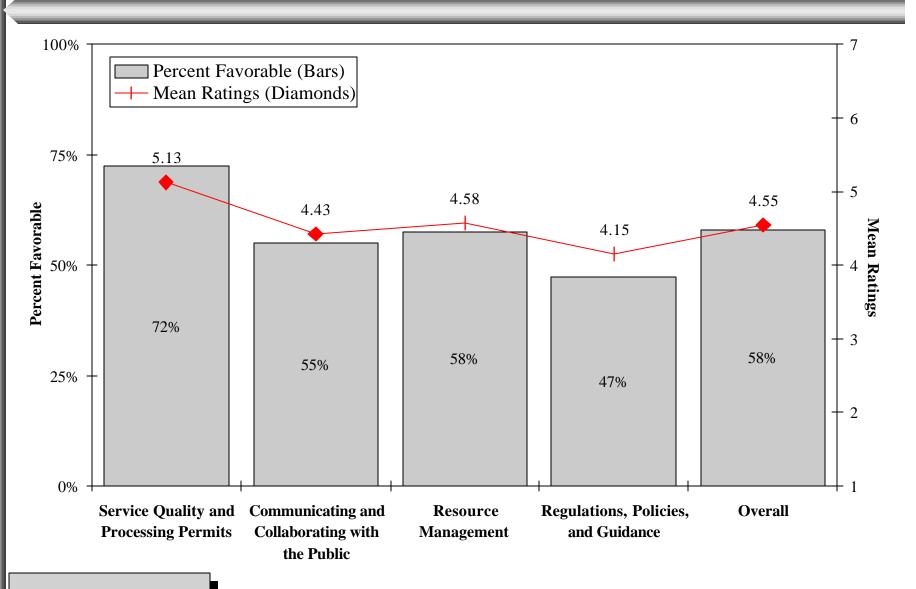
5

12

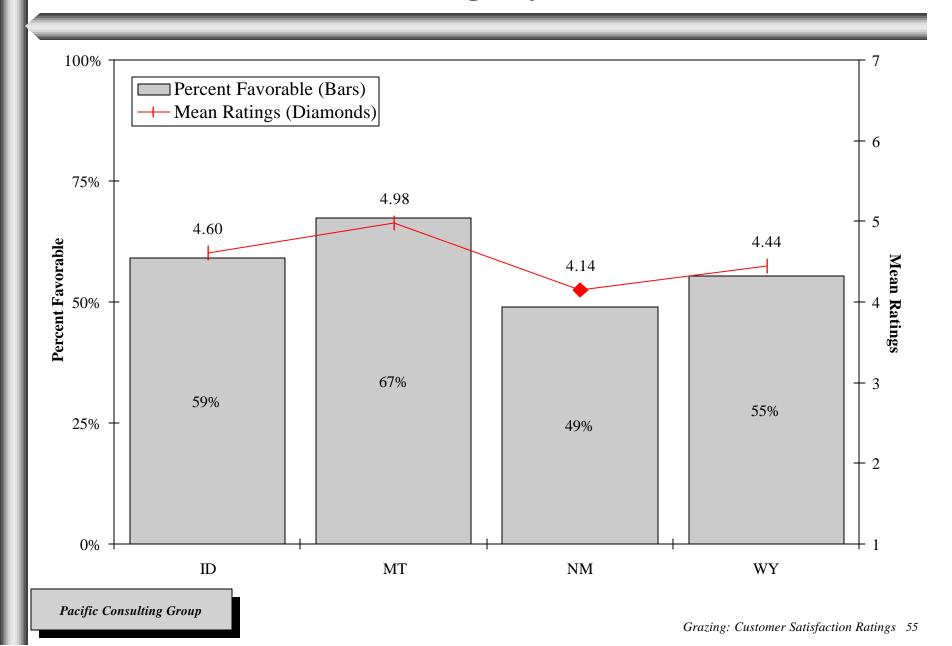
Pinedale

Other

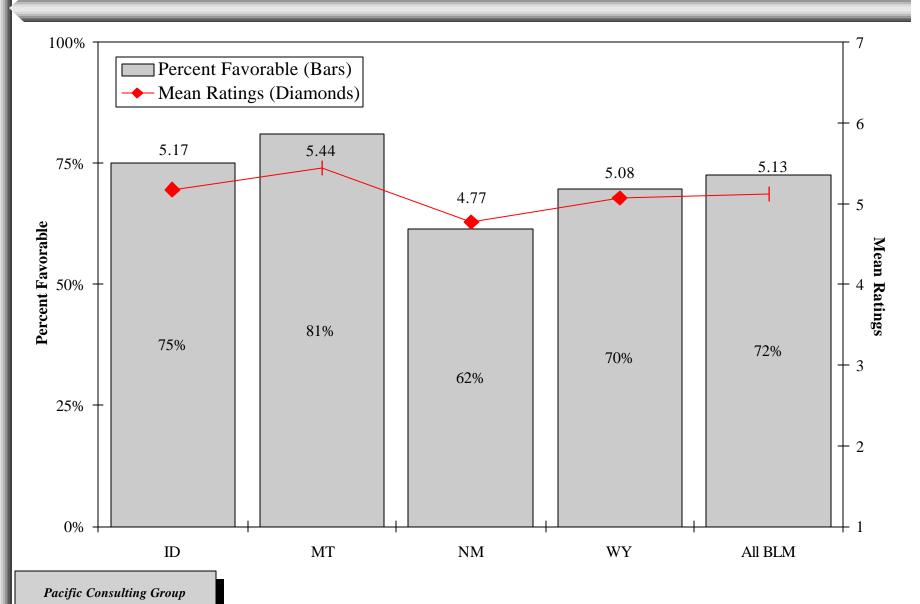
Arena and Overall BLM Performance Satisfaction Ratings



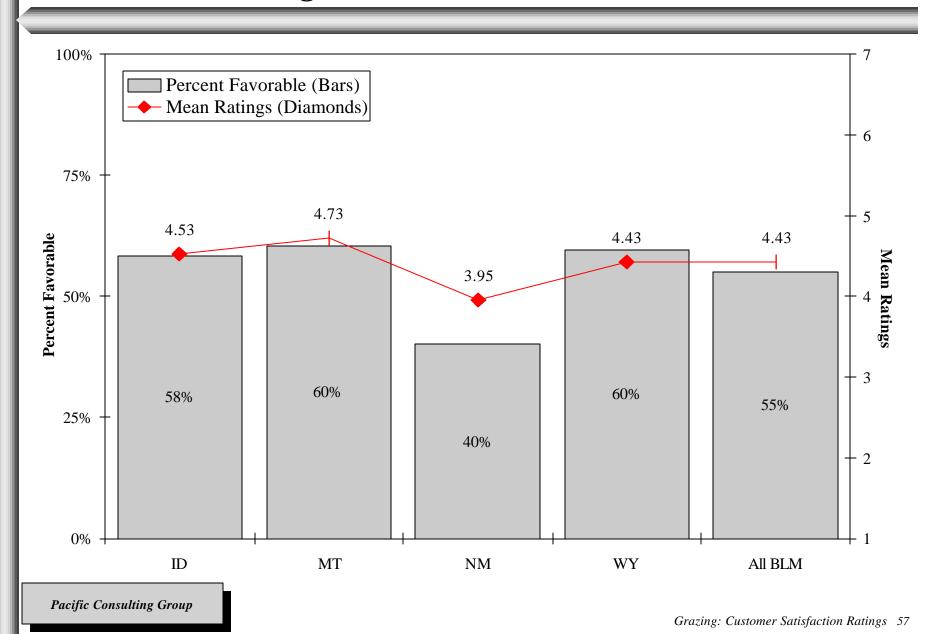
Overall Satisfaction Ratings by State



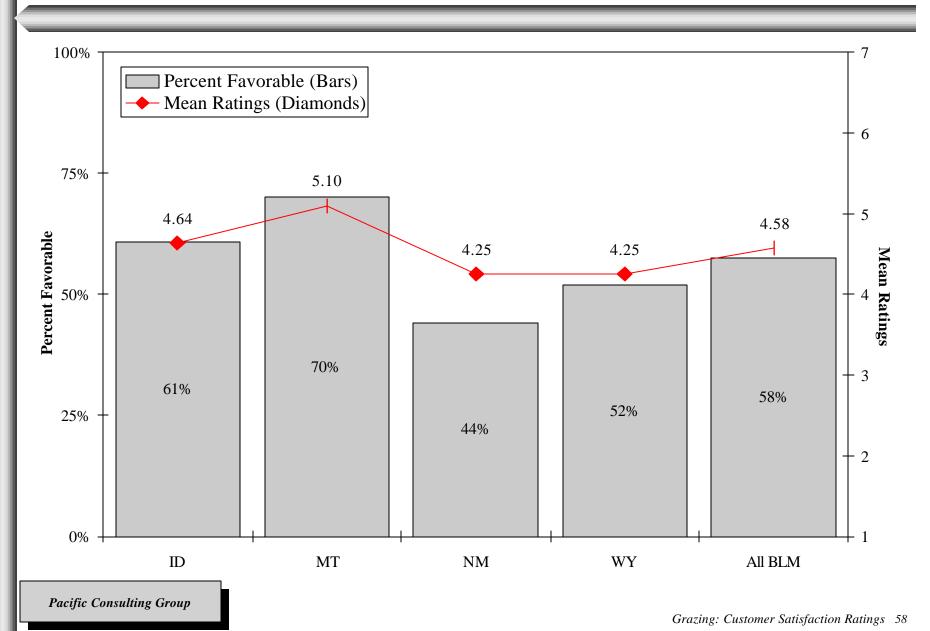
Satisfaction Ratings by State for the Service Quality and Processing Permits Arena



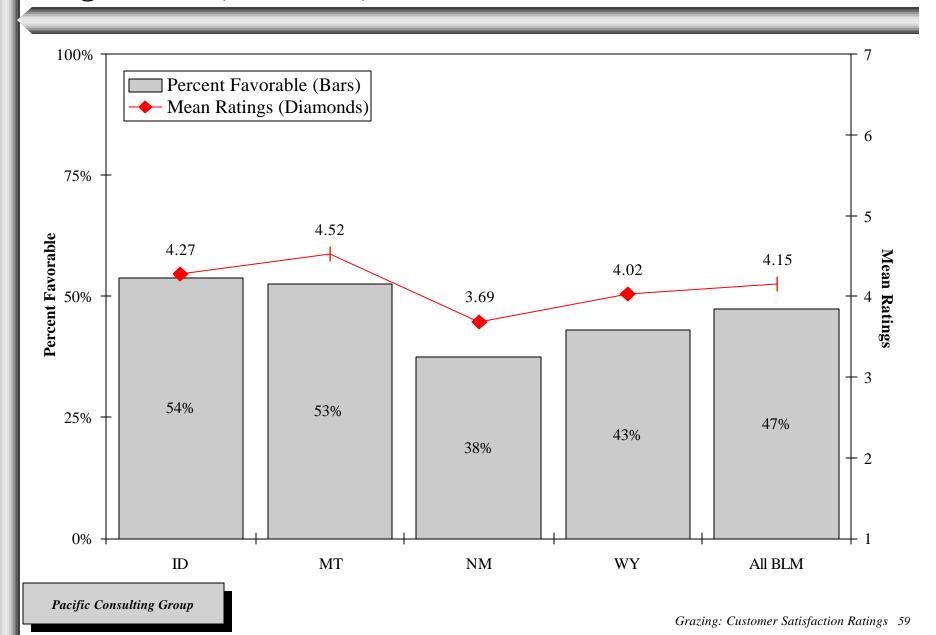
Satisfaction Ratings by State for the Communicating and Collaborating with the Public Arena



Satisfaction Ratings by State for the Resource Management Arena

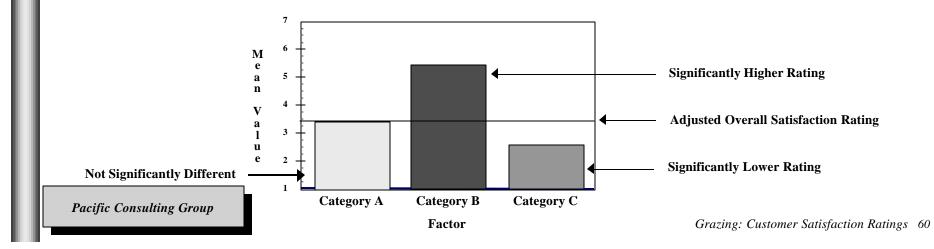


Satisfaction Ratings by State for the Regulations, Policies, and Guidance Arena



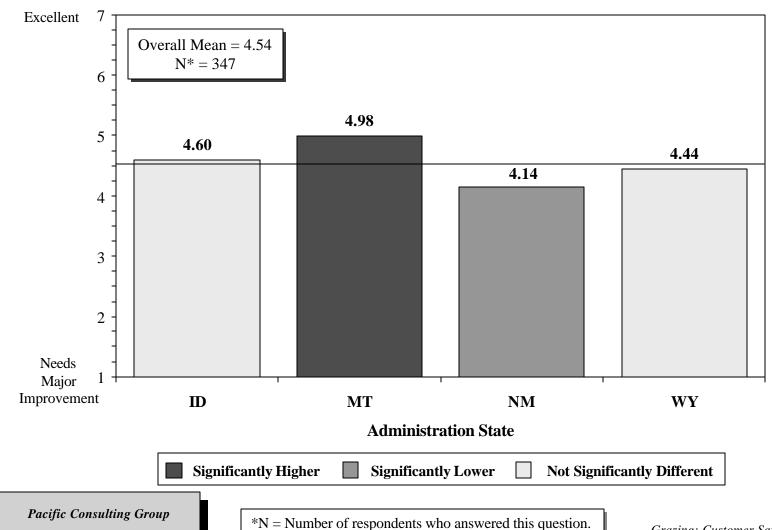
Demographic Information Is Used to Help Explain Differences in Customer Satisfaction Ratings

- Demographic information accounts for some of the differences in customer satisfaction ratings.
- Analysis of variance was performed on the overall customer satisfaction question and each of the four service arenas. Demographic factors include:
 - The state administrative office;
 - The number of grazing allotments currently held by the customer;
 - The total acres of federal land for which the customer holds grazing permits or leases;
 - Whether the customer holds a grazing permit from more than one BLM office; and
 - Whether the customer has a US Forest Service permit.
- Only effects that are statistically significant at the 95% confidence level are shown.
- For each significant factor (e.g., state administrative office), the mean of each of the categories (e.g., ID, MT, NM, or WY) is displayed in a chart as shown below.



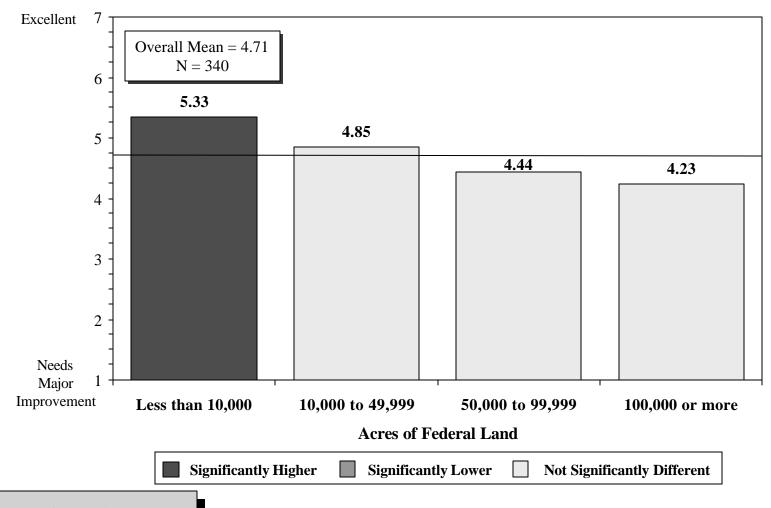
Significant Differences in Overall Satisfaction Ratings

• Grazing customers in Montana are more satisfied with BLM performance than are customers in New Mexico, Idaho, or Wyoming.



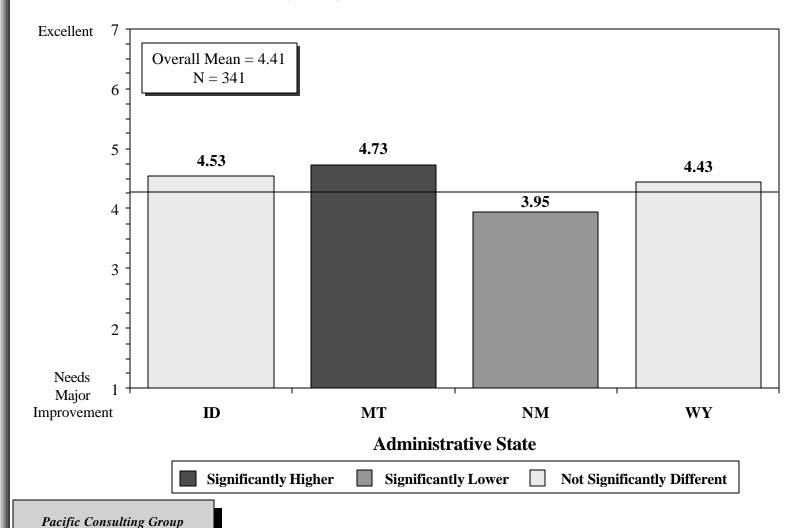
Significant Differences in Service Quality and Processing Permits Ratings

• Grazing customers with less than 100,000 acres of federal land are more satisfied with BLM service and processing than are customers with more than 100,000 acres.



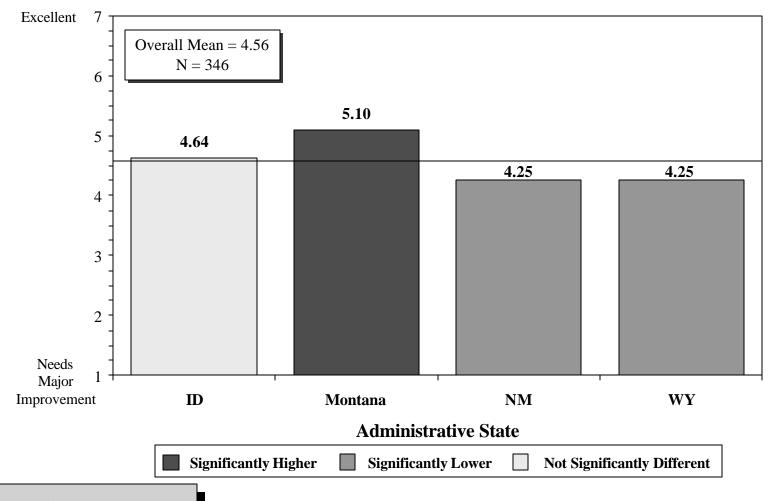
Significant Differences in Communicating and Collaborating with the Public Ratings

• Grazing customers in Montana are more satisfied with BLM communication than are customers from Idaho, New Mexico, or Wyoming.



Significant Differences in Resource Management Ratings

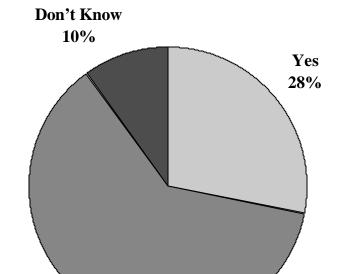
• Grazing customers in Montana are more satisfied with BLM regulations, policies, and guidance than are customers in Idaho, New Mexico, or Wyoming.



Electronic Processing of Permits

- Grazing customers have little desire for electronic processing of permits, with only 28% showing interest.
- Those Grazing customers who are interested in electronic processing give slightly lower ratings do Grazing customers who are not interested electronic processing.

Interest in Electronic Processing (N = 353)



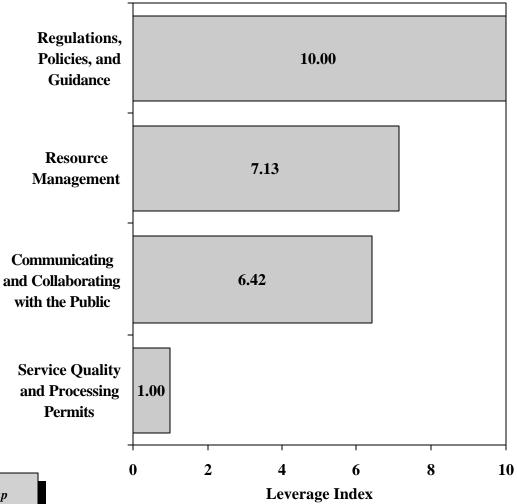
Overall Rating Questions*	Yes (Min. N = 94)	No (Min. N = 213)
Service Quality and Processing Permits	4.96	5.16
Communicating and Collaborating with the Public	4.13	4.48
Resource Management	4.29	4.65
Regulations, Policies, and Guidance	3.94	4.18
Overall BLM Performance	4.35	4.63

^{*}No significant differences were found at the 95% confidence level.

No 62%

Overall Improvement Priorities

• Leverage is indexed on a 1 to 10 scale, with higher numbers indicating greater improvement priorities. The customer value criteria with the highest leverage is shown as a "10" on the scale, that with the least leverage, as a "1."



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Improvement Priorities for the Regulations, Policies, and Guidance Arena

10.00

Prioritized Improvement Opportunities

Comments for Improvement

Use more common sense with regard to grazing permits. You need to change looking at dates over the readiness of the ranch and what is already there.

Get rid of most of the regulations; the BLM has become too much of a dictatorial agency, allowing foreign pipelines to go through our country without ecological studies. We are required to conduct geological studies and more when we request permits.

Ranchers' policy regulations need to be consistent and fair.

Have better communication and fairness when administering the rules. Create regulations that relate to the rancher and public alike.

Have more law enforcement. Four-wheelers and motorbikes are tearing up the property. There's not enough personnel to enforce the laws.

I pay for the grazing use, but other people are using the same land. I don't know who they pay or even if they pay at all.

Improve your weed control. Many areas of BLM land need to be controlled from noxious weeds.

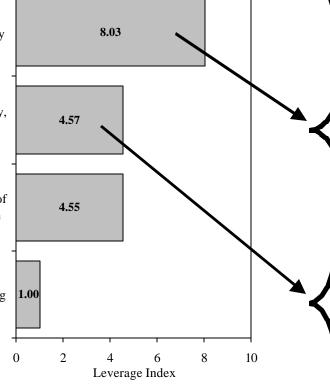
Having clear, understandable, and reasonable regulations, policies, and guidance

Interpreting regulations consistently

Enforcing regulations and policies fairly, consistently, and equitably

Involving you in the development of regulations, policies, and guidance

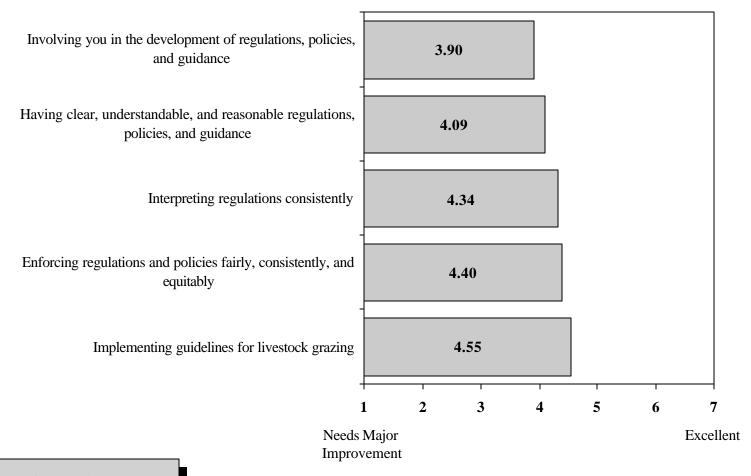
Implementing guidelines for livestock grazing | 1.00



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Mean Results by Question for Regulations, Policies, and Guidance

Mean Overall Satisfaction = 4.15



Improvement Priorities for the Resource Management Arena



Pay more attention to the ranchers who have the grazing rights. The BLM seems to 10.00 ignore them and listen to outside groups who don't have experience or interest in managing land.

> Be more rancher-oriented and understand the multiple uses of public lands.

Comments for Improvement

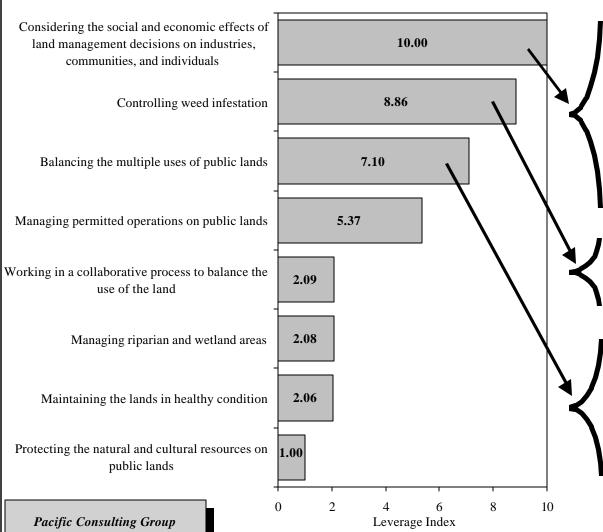
Return to the classic form of the BLM where it was a service and not so much of an environmental decision.

Be more proactive in weed and timber management.

Do more weed control.

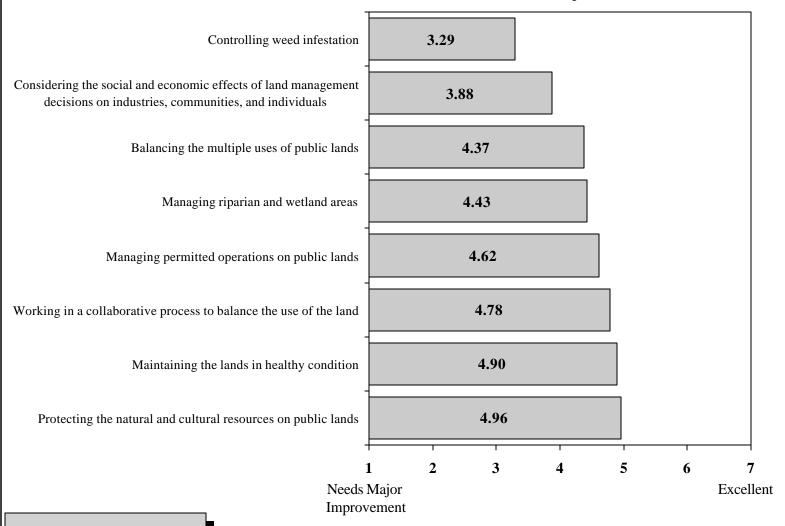
Change the Secretary of the Interior. The rules and regulations are made to curtail multiple uses of the land. The BLM needs to get back to the multiple-use concept.

Have more consistency in multiple land use. Land must be used fairly and equally, regardless of whether someone is a rancher or a sportsman.



Mean Results by Question for Resource Management





Improvement Priorities for the Communicating and Collaborating with the Public Arena

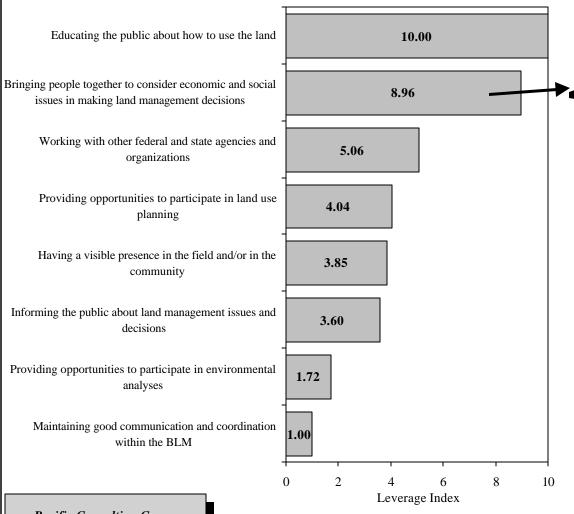
Prioritized Improvement Opportunities

Get more input from the public. The BLM seems to take the ranchers' input over the general public.

Continue communicating with the leasers and increase the communication efforts regarding issues and overall concepts with public lands.

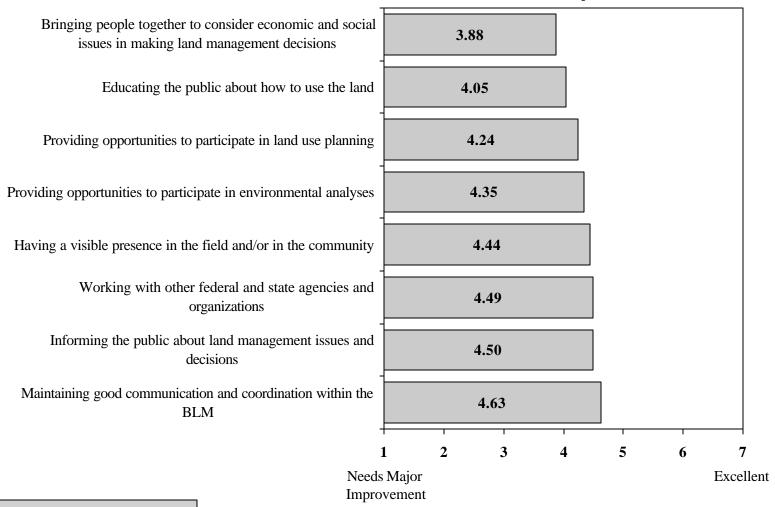
Comments for Improvement

Get together with the land owners more often on a personal basis.



Mean Results by Question for Communicating and Collaborating with the Public





Improvement Priorities for the Service Quality and Processing Permits Arena

7.79

5.21

4.93

4.45

3.61

2

8

Leverage Index

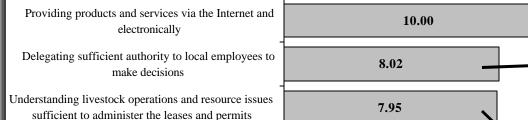
10

1.74

1.57

1.00

Prioritized Improvement Opportunities



Having consistent procedures and guidance between field offices

Providing reasonable presence in the field to administer the leases and permits

> Informing you of issues, terms, and conditions pertaining to permits being processed

Providing clear and understandable leases and permits

Explaining the terms and conditions of the permit

Responding to your questions and/or requests for information

Providing assistance when needed to complete applications

Processing Grazing Permits in a timely manner

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Comments for Improvement

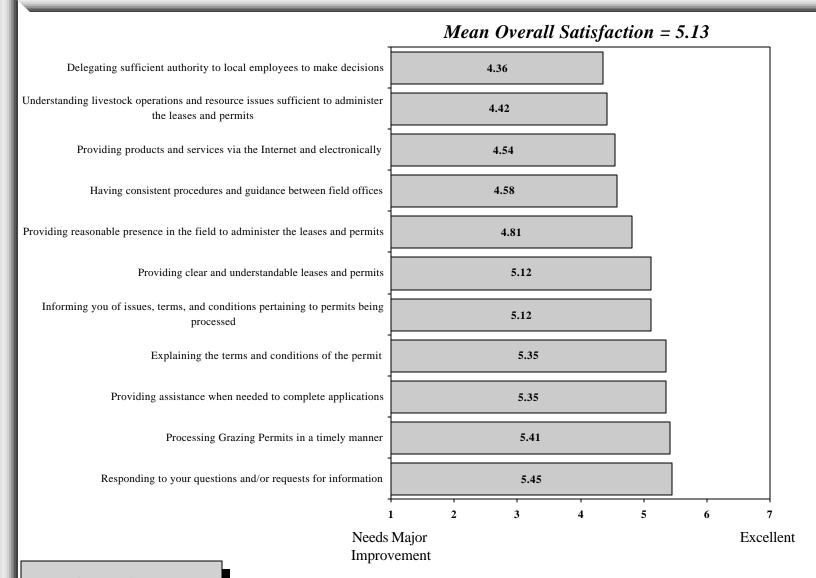
Give more power to local officials. People in Washington know nothing about local areas and needs.

Put more power on the local level. The field representatives know how to manage the land, but they cannot do what is needed because of regulations.

You need people in charge who know what they're doing. You need people with a background in grazing.

You need people who are knowledgeable in range conservation, are aware of live stock operations, and understand the ecological differences between field offices.

Mean Results by Question for Service Quality and Processing Permits

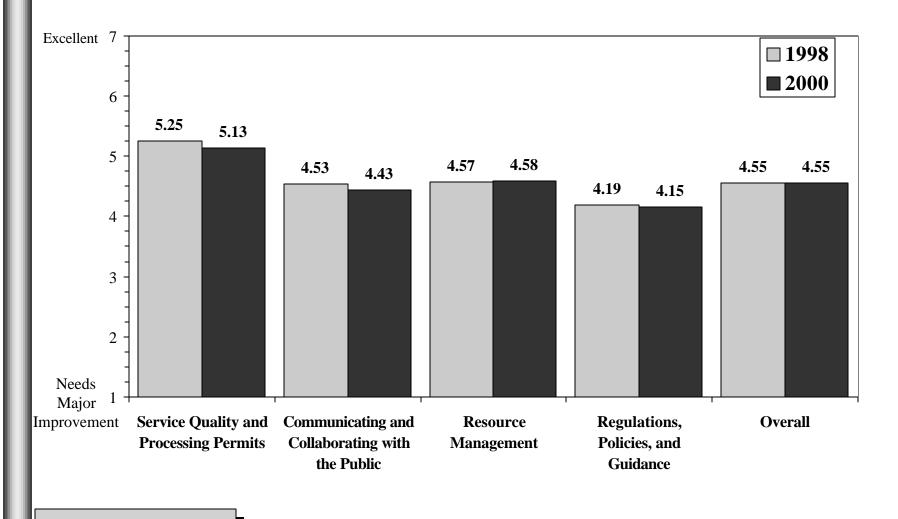


Respondents Made 277 Comments

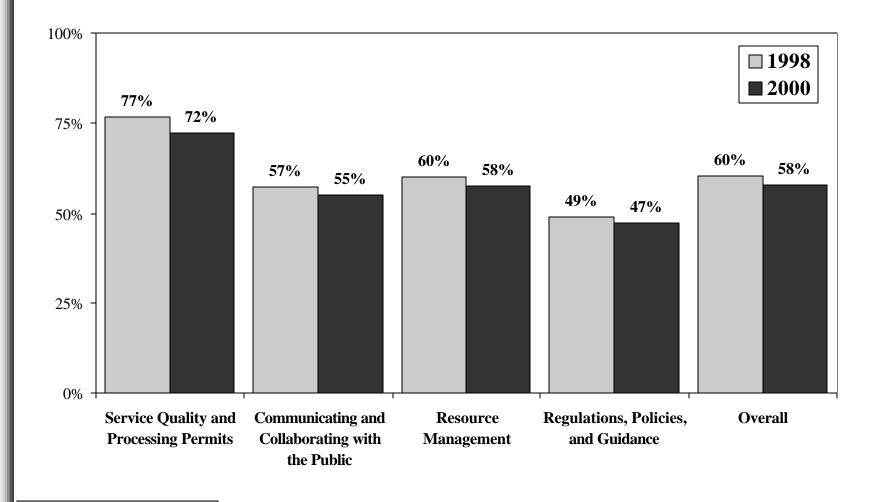
- 78% of customers completing the questionnaire made comments about Grazing permits.
- The comments were divided among states as follows: 25% ID, 25% MT, 25% NM, 25% WY.

Comment	Count	Percent	Arena
Improve staffing	39	14%	Processing
Seek and follow through on public input	35	13%	Communication
Improve Public Relations	27	10%	Communication
Increase local control	26	9%	Resource Management
Improve the efficiency and timeliness of the processing	16	6%	Processing
Make the rules more understandable and reasonable	16	6%	Regulations, Policies, and Guidance
Improve the management of multiple uses	15	5%	Resource Management
Consider social, environmental, and economic issues in land			
management decisions	12	4%	Resource Management
Inform the public about land management decisions and issues	11	4%	Communication
Improve the maintenance of the land (including facilities)	8	3%	Resource Management
Interpret the rules more consistently	8	3%	Regulations, Policies, and Guidance
Enforce rules more strictly and effectively	5	2%	Regulations, Policies, and Guidance
Improve communication and coordination with other federal agencies			
and organizations	2	1%	Communication
Improve communication and coordination within BLM	2	1%	Communication
Keep applicants informed at all stages of the process	1	0%	Processing
General negative comments	32	12%	
Other	17	6%	
General positive comments	5	2%	
Total	277	100%	

1998 and 2000 Mean Comparisons



1998 and 2000 Percent Favorable Comparisons





Realty Management Proposal Customer Scorecard

Overall Satisfaction with BLM (1 question)

Service Quality and Processing Proposals (9 questions + 1 overall)

- Processing realty management actions in a timely manner
- Delegating sufficient authority to local employees to make decisions
- Informing you of issues, processes, cost, timeframes, and other factors pertaining to realty management actions
- Having consistent procedures and guidance between field offices
- Having personnel who reflect a positive and professional attitude
- Providing information about services via the Internet and electronically
- Providing assistance when needed to complete applications
- Explaining the terms and conditions of the transaction
- Responding to your information requests*

Communicating and Collaborating with the Public (10 questions + 1 overall)

- Bringing people together to consider economic and social issues in making land management decisions
- Informing the public about land management issues and decisions
- Providing opportunities to participate in land use planning
- Providing opportunities to participate in environmental analyses
- Taking initiative on issues affecting land management
- · Working with other federal and state agencies and organizations
- Maintaining good communication and coordination within the BLM
- Having a visible presence in the field and/or in the community
- Educating the public about how to use the land
- Bringing people together to offer an opinion and participate in consideration of a specific realty management proposal

Resource Management (5 questions + 1 overall)

- Balancing the multiple uses of public lands
- Maintaining the lands in healthy condition
- · Protecting the natural and cultural resources on public lands
- · Considering the social and economic effects of land management decisions on industries, communities, and individuals
- Managing riparian and wetland areas

Regulations, Policies, and Guidance (7 questions + 1 overall)

- · Having clear, understandable, and reasonable regulations, policies, and guidance
- Enforcing regulations and policies fairly, consistently, and equitably
- Interpreting regulations consistently
- Involving you in the development of regulations, policies, and guidance
- Improving guidelines and procedures for land exchanges and other realty management actions
- Explaining the need for realty management
- Explaining land appraisal and valuation

*This question was dropped due to an interviewing programming error. This question had high satisfaction and low leverage in the previous study.

201 Interviews with Realty Management Customers **Were Completed**

Type of Transaction	Customers	Percent*
Land Exchanges	61	30.3%
Other Conveyances	60	29.9%
Land Sales	35	17.4%
Agricultural Entries	12	6.0%
Acquisition of Non-Federal Lands	11	5.5%
Don't know	11	5.5%
Airport Conveyances	8	4.0%
Recreation and Public Purpose Disposals	3	1.5%

BLM State for Realty Management Customers

Administrative State

State	Customers	Percent
AK	66	32.8%
CA	64	31.8%
ID	55	27.4%
OR	16	8.0%

State Most Often Contacted

State	Customers	Percent*
AK	66	32.8%
CA	59	29.4%
ID	57	28.4%
NV	3	1.5%
OR	11	5.5%
WA	4	2.0%
Don't Know	1	0.5%

Administrative BLM Office for *Realty Management* Customers

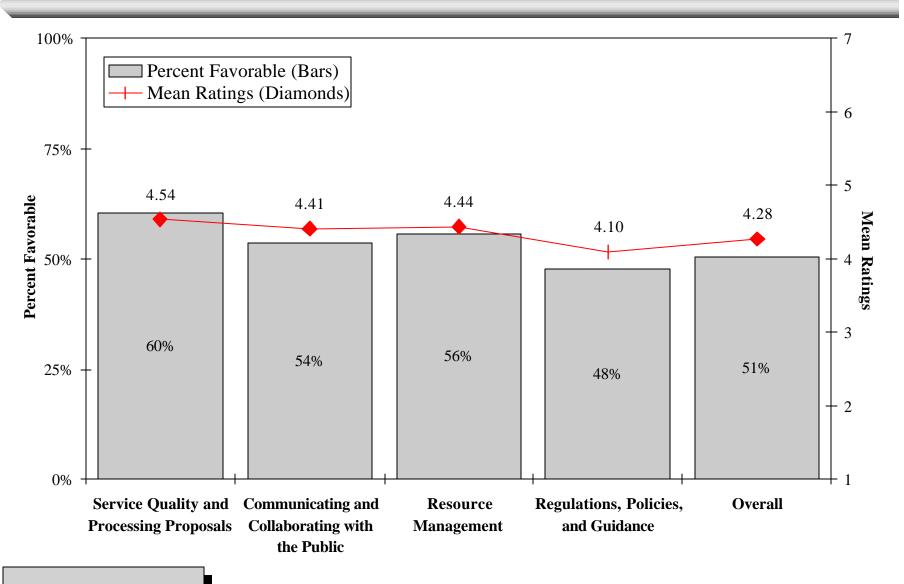
Field Office/ Center	AK Customers
Anchorage	47
Glennallen	2
Northern	1
Juneau District	1
Other	10

Field Office/ Center	CA Customers
Riverside	14
Palm Springs	5
Arcata	4
Barstow	4
Redding	4
Needles	3
Ukiah	3
Folsom	2
Ridgecrest	2
Bakersfield	1
Bishop	1
CDD District	1
El Centro	1
Hollister	1
Other	6

Field Office/ Center	ID Customers
Boise	15
Idaho Falls District	13
Coeur d'Alene	7
Salmon	5
Burley	2
Other	11

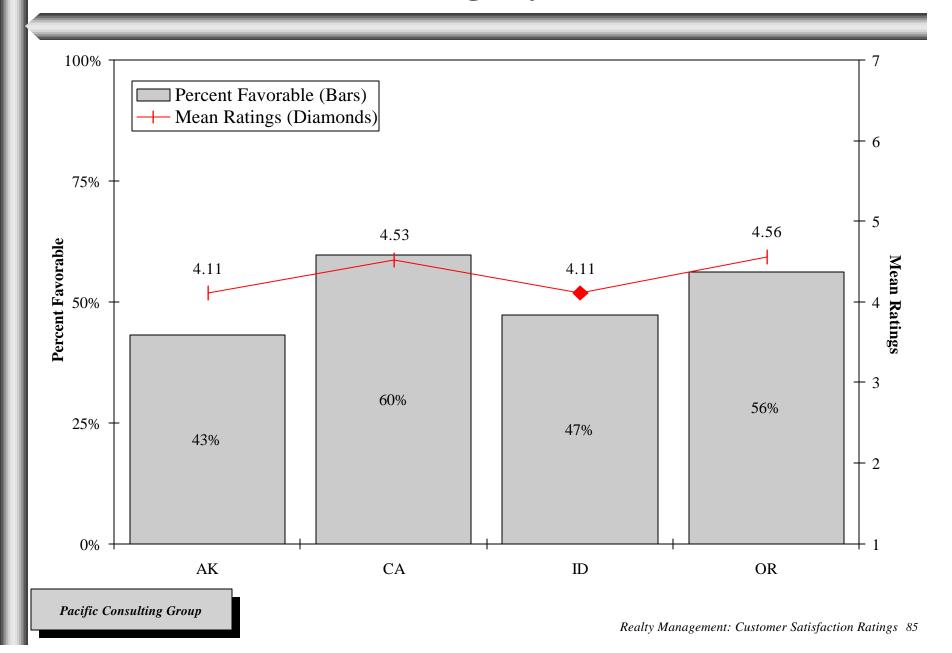
Field Office/ Center	OR Customers
Prineville District	3
Salem District	2
Eugene District	1
Lakeview District	1
Spokane District	1
Other	3

Arena and Overall BLM Performance Satisfaction Ratings

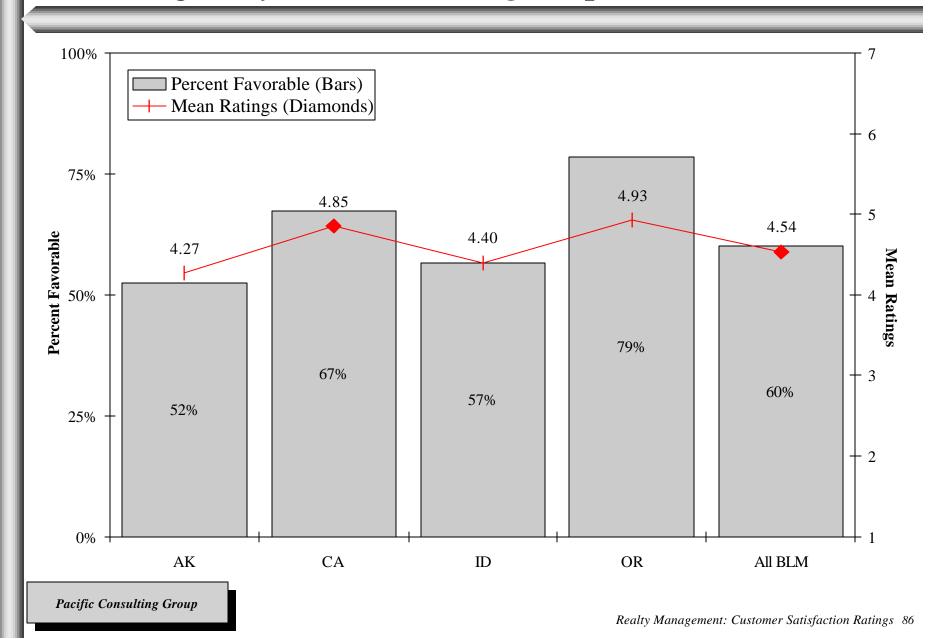


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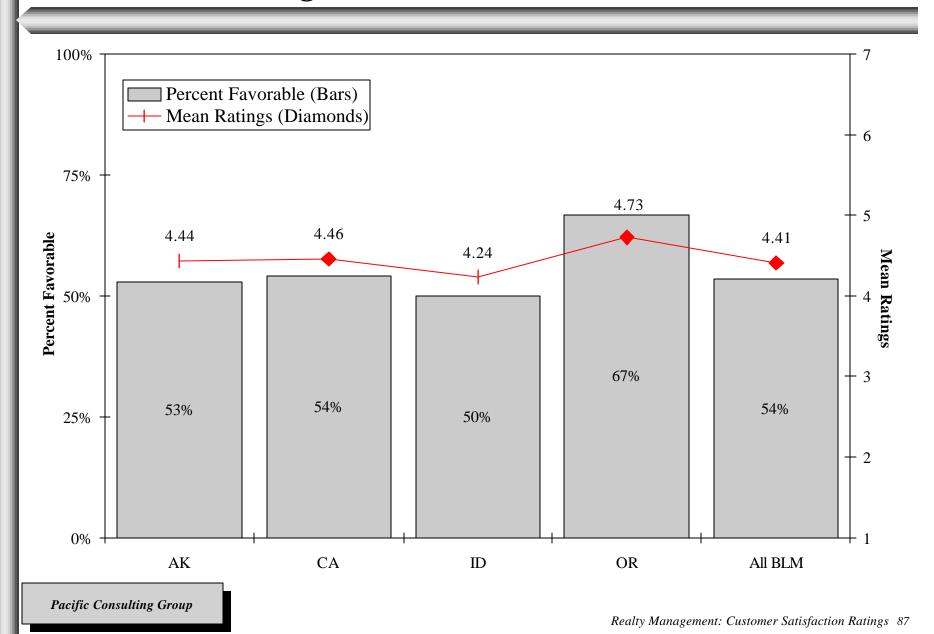
Overall Satisfaction Ratings by State



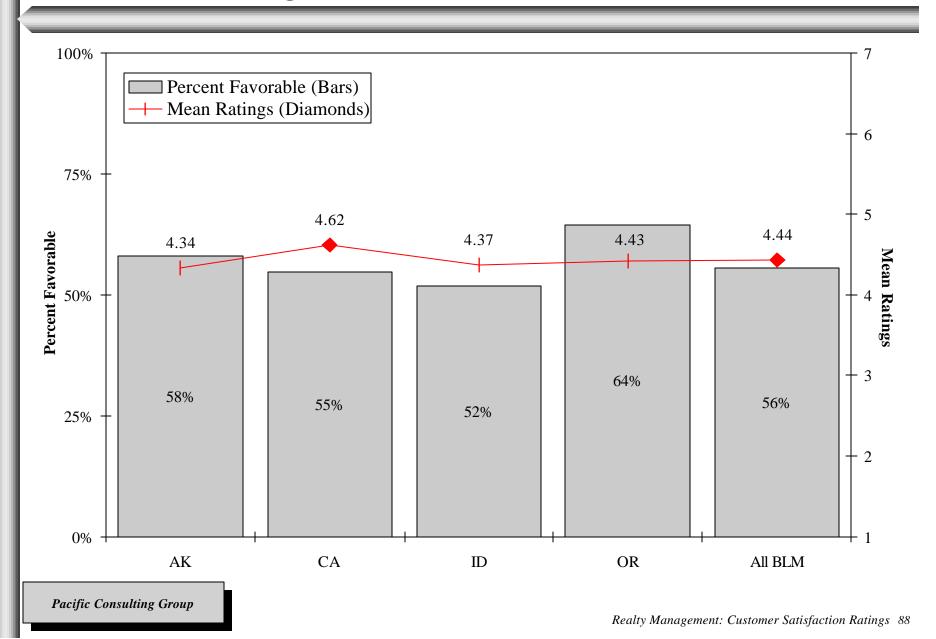
Satisfaction Ratings by State for the Service Quality and Processing Proposals Arena



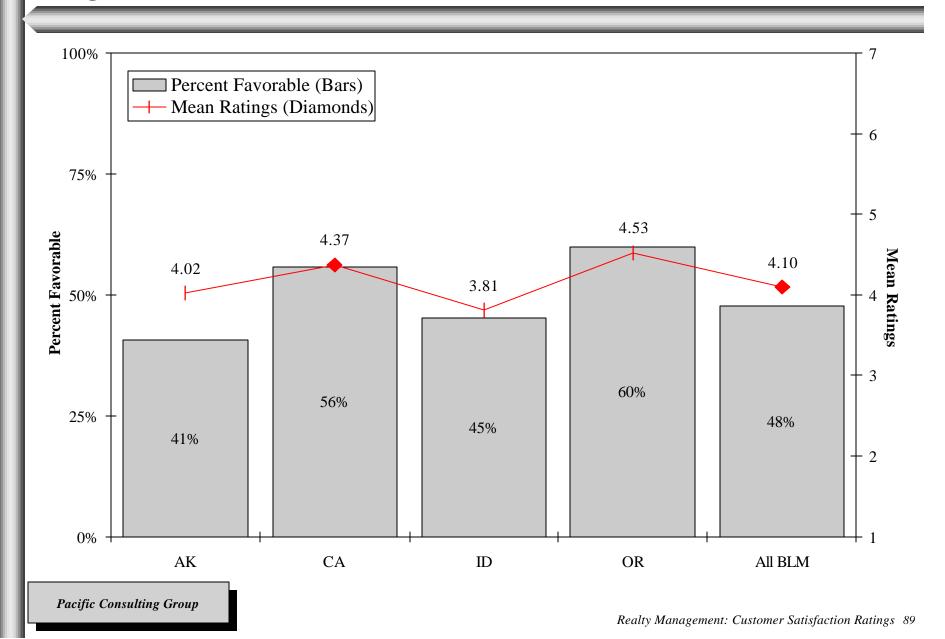
Satisfaction Ratings by State for the Communicating and Collaborating with the Public Arena



Satisfaction Ratings by State for the Resource Management Arena



Satisfaction Ratings by State for the Regulations, Policies, and Guidance Arena

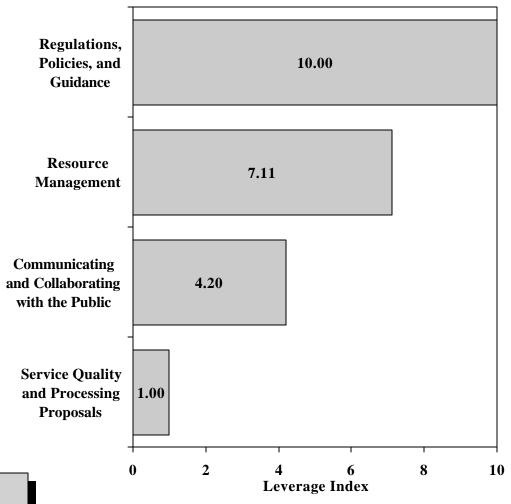


Demographic Information Is Used to Help Explain Differences in Customer Satisfaction Ratings

- Demographic information can account for some of the differences in customer satisfaction ratings.
- Analysis of variance was performed on the overall customer satisfaction question and each of the four service arenas. Demographic factors include:
 - The state administrative office;
 - The types of proposals conducted with BLM during the past two years.
- None of the effects is statistically significant at the 95% confidence level.

Overall Improvement Priorities

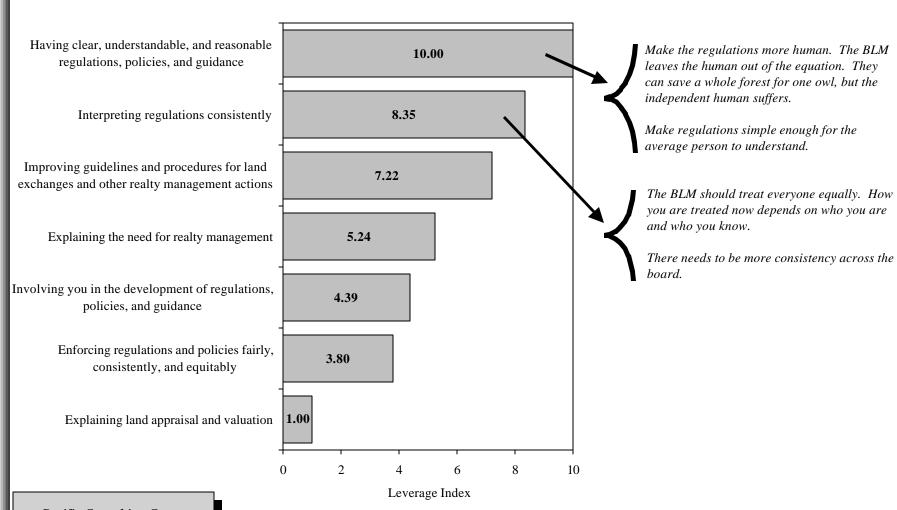
• Leverage is indexed on a 1 to 10 scale, with higher numbers indicating greater improvement priorities. The customer value criteria with the highest leverage is shown as a "10" on the scale, that with the least leverage, as a "1."



Improvement Priorities for the Regulations, Policies, and Guidance Arena

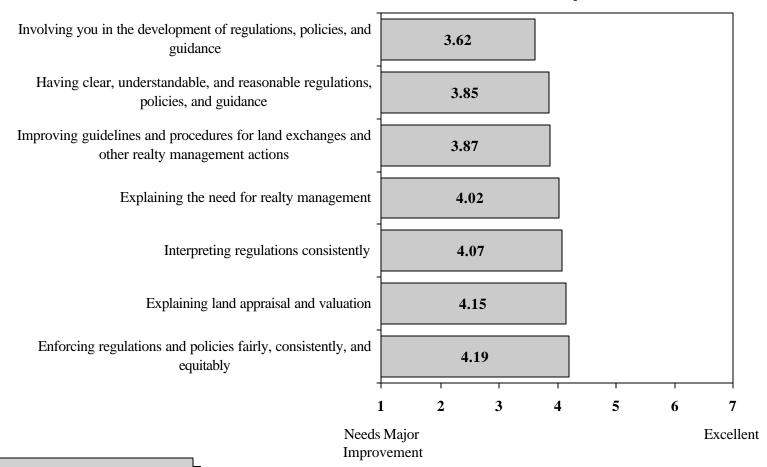
Prioritized Improvement Opportunities

Comments for Improvement



Mean Results by Question for Regulations, Policies, and Guidance

Mean Overall Satisfaction = 4.10



Improvement Priorities for the Resource Management Arena



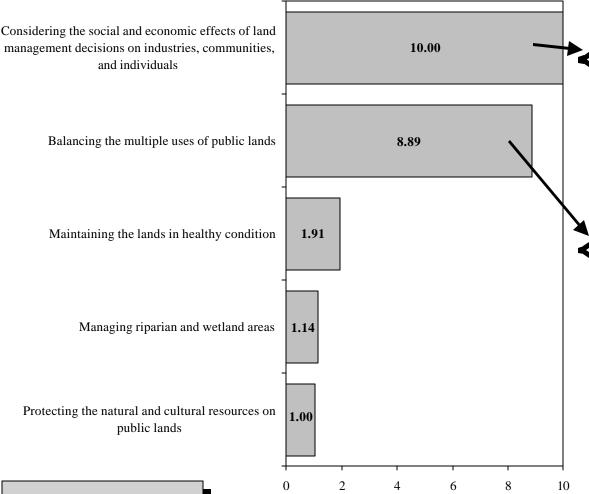
Be more careful with the land. Mining is a disaster. Millions of dollars are being spent cleaning up rivers and land and the taxpayers get 10.00 stuck with the bill.

> Have stronger environmental protection by taking better care of the land. Future generations should have an undamaged ecosystem.

Comments for Improvement

Contact people who have vacant land and tell them what it is worth if they were to sell it or tell them how to use it. Land shouldn't be sitting around if it can be used.

The BLM should manage lands in concert with the desires of the states and countries in which the land is located. Stop managing under the guidelines mandated by the Clinton administration.

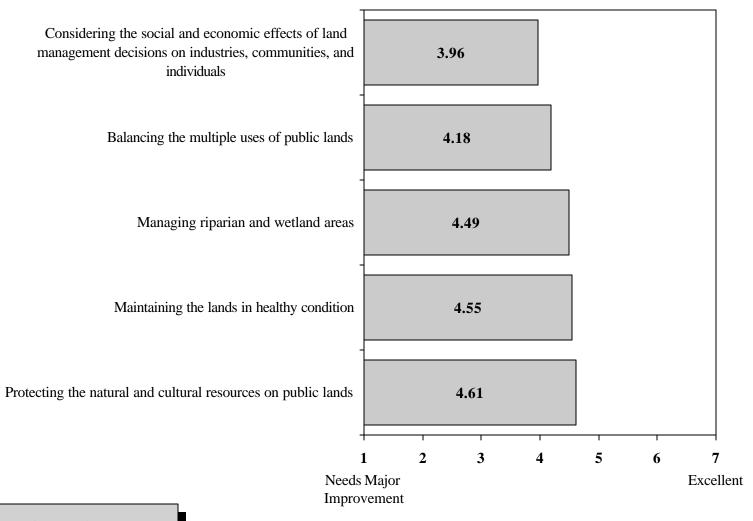


Leverage Index

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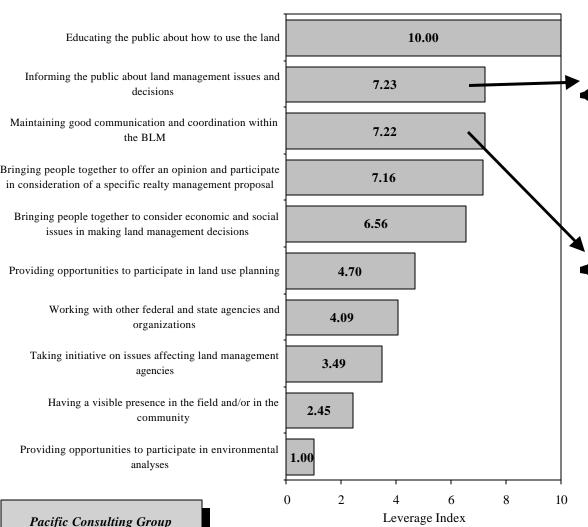
Mean Results by Question for Resource Management





Improvement Priorities for the Communicating and Collaborating with the Public Arena

Prioritized Improvement Opportunities



Comments for Improvement

There is no information about what the BLM does, where they are, or what they are involved in.

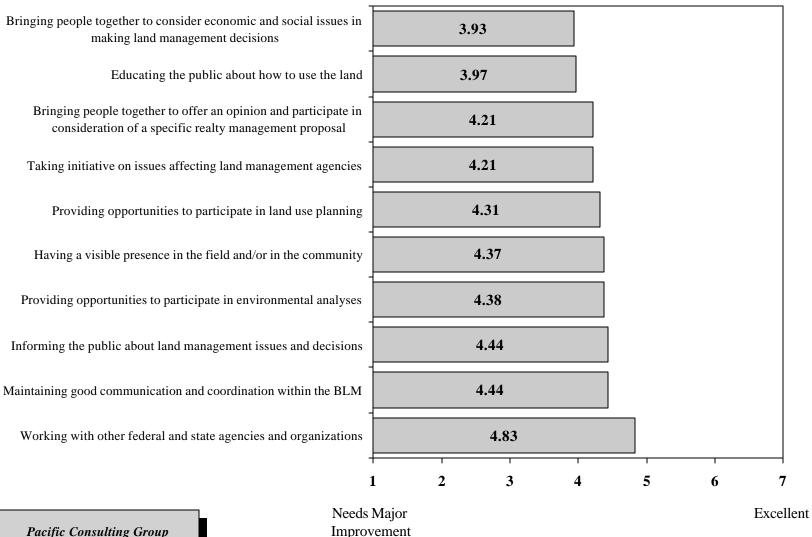
The local office doesn't communicate well with the community; they have hidden agendas. They do not follow management plans or supply information. Appraisals are not accurate. The appraisers they use are from out of the area and have no knowledge of the area. It's a joke.

There needs to be better communication within departments, especially between the BLM, the Fish and Wildlife, and the Department of Interior.

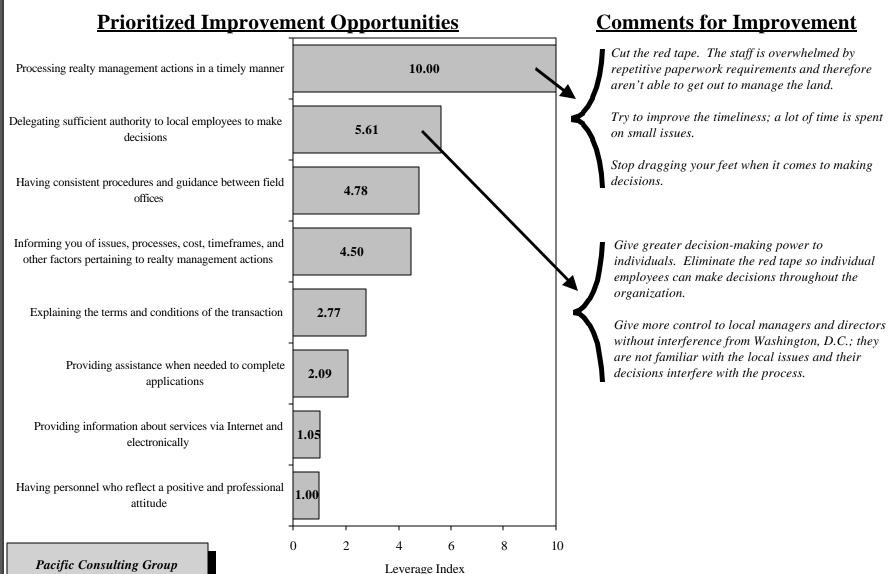
Have better communication with the public and within the BLM. The BLM is not coordinated within their own office. For example, there are ten people in an office, and they do not know one another. Everyone keeps to his/herself.

Mean Results by Question for Communicating and Collaborating with the Public

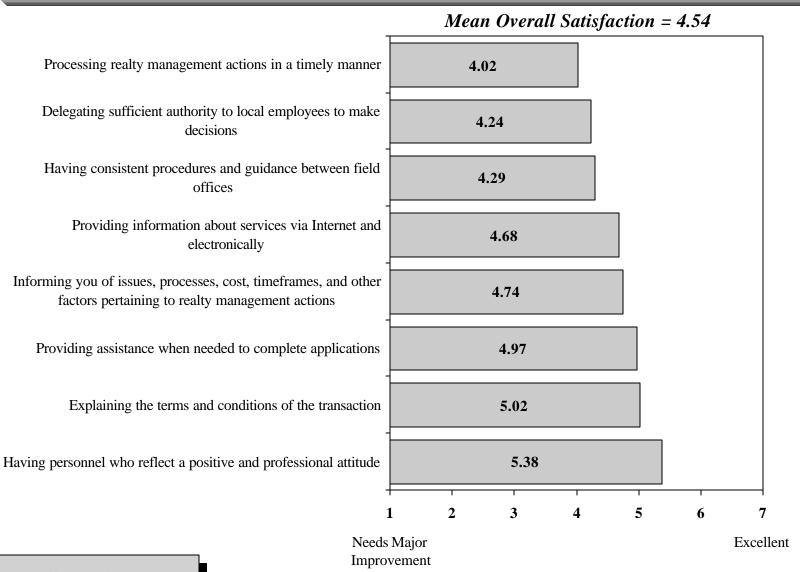




Improvement Priorities for the Service Quality and Processing Proposals Arena



Mean Results by Question for Service Quality and Processing Proposals

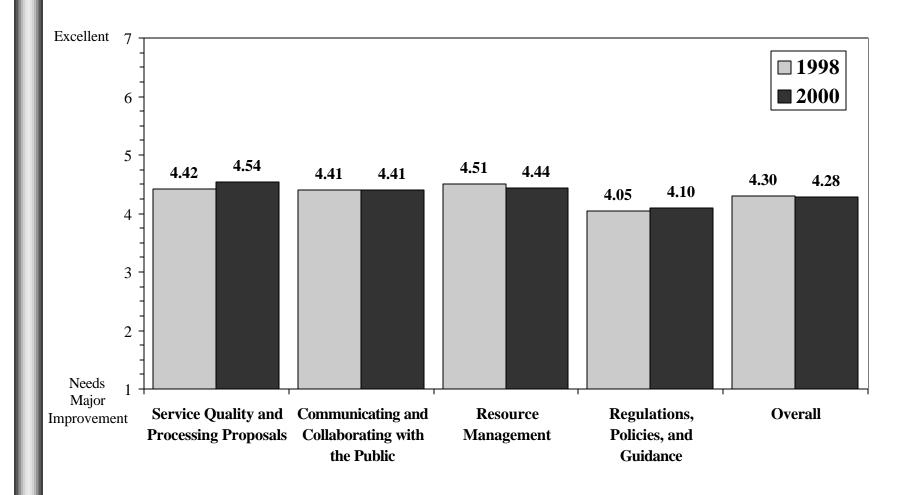


Respondents Made 152 Comments

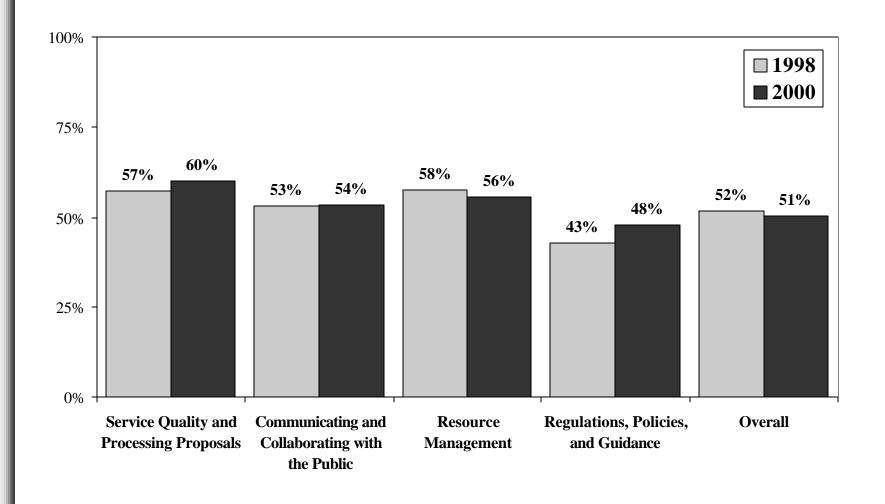
- 76% of customers completing the questionnaire made comments about Realty Management proposals.
- The comments were divided among states as follows: 36% AK, 28% CA, 28% ID, 7% OR.

Comment	Count	Percent	Arena
Improve the efficiency and timeliness of the processing	24	16%	Processing
Improve staffing	22	14%	Processing
Improve Public Relations	14	9%	Communication
Increase local control	14	9%	Resource Management
Inform the public about land management decisions and issues	9	6%	Communication
Seek and follow through on public input	8	5%	Communication
Consider social, environmental, and economic issues in land			
management decisions	8	5%	Resource Management
Make the rules more understandable and reasonable	6	4%	Regulations, Policies, and Guidance
Improve the management of multiple uses	5	3%	Resource Management
Improve communication and coordination within BLM	4	3%	Communication
Interpret the rules more consistently	4	3%	Regulations, Policies, and Guidance
Improve the maintenance of the land (including facilities)	3	2%	Resource Management
Improve communication and coordination with other federal agencies			
and organizations	2	1%	Communication
Enforce rules more strictly and effectively	2	1%	Regulations, Policies, and Guidance
Keep applicants informed at all stages of the process	1	1%	Processing
Other	22	14%	
General negative comments	4	3%	
Total	152	100%	

1998 and 2000 Mean Comparisons



1998 and 2000 Percent Favorable Comparisons





Oil and Gas Permit Application Customer Scorecard

Overall Satisfaction with BLM (1 question)

Service Quality and Processing Permit Applications (9 questions + 1 overall)

- Processing permit applications in a timely manner
- Delegating sufficient authority to local employees to make decisions
- Maintaining good communications during the leasing and approval process
- Having consistent procedures and guidance between the BLM offices
- Having personnel who reflect a friendly, cooperative attitude
- Providing products and services via the Internet and electronically
- Providing technical assistance when needed to complete offers or applications
- Explaining the terms and conditions of your lease or permit
- Responding to your questions with up-to-date and accurate information

Working with the Public on Land Use Planning (8 questions + 1 overall)

- Taking into consideration the social and economic effects of land management decisions on the oil and gas industry, local communities, and individuals
- Balancing the multiple uses of public lands in terms of local and national priorities
- Informing the public about land management issues and decisions
- Providing opportunities to participate in land use planning
- Providing opportunities to participate in environmental analyses
- Taking initiative on issues affecting other land management agencies
- Working with other federal and state agencies and organizations
- Keeping public lands available to the oil and gas industry

Resource Management (4 questions + 1 overall)

- Maintaining the public lands in healthy condition
- Protecting the natural and cultural resources on public lands
- Supervising permitted operations on public lands
- Balancing conservation of the environment with applicants' needs

Regulations, Policies, and Guidance (5 questions + 1 overall)

- Having reasonable regulations, policies, and guidance
- Interpreting regulations and other guidance consistently
- Enforcing regulations and policies consistently and equitably
- Involving you in the development of regulations, policies, and guidance
- Making reasonable decisions regarding your permit

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400 Interviews with *Oil and Gas Permit Application* Customers Were Completed

Experience with BLM Oil and Gas Permits	Customers	Percent*
Leasing	64	16.0%
Operations	95	23.8%
Both	240	60.0%

Number of Permit Applications	Customers	Percent
1 to 10	117	35.6%
11 to 100	129	39.2%
More than 100	71	21.6%
Don't Know/Refused	12	3.6%

Type of Oil and Gas Operations	Customers	Percent*
Federal	252	75.0%
Indian	7	2.1%
Both	75	22.3%

Size of Company in Annual Sales	Customers	Percent*
Less than \$100,000	45	11.3%
\$100,000 to \$999,999	109	27.3%
\$1 to \$10 million	122	30.5%
Over \$10 million	75	18.8%
Don't know/Refused	49	12.3%

BLM State for Oil and Gas Customers

Administrative State

State	Customers	Percent
СО	86	21.5%
ES	85	21.3%
MT	91	22.8%
WY	138	34.5%

State Most Often Contacted

State	Customers	Percent
AR	2	0.5%
CA	3	0.8%
CO	64	16.0%
СТ	1	0.3%
DC	1	0.3%
KS	1	0.3%
KY	2	0.5%
LA	6	1.5%
MD	1	0.3%
MI	5	1.3%
MN	1	0.3%
MS	16	4.0%
MT	46	11.5%
NM	25	6.3%

State	Customers	Percent
NV	2	0.5%
NY	1	0.3%
ND	10	2.5%
ОН	7	1.8%
OK	7	1.8%
PA	3	0.8%
TX	1	0.3%
UT	8	2.0%
VA	7	1.8%
WA	2	0.5%
WI	12	3.0%
WY	161	40.3%
Don't Know/Refused	5	1.3%

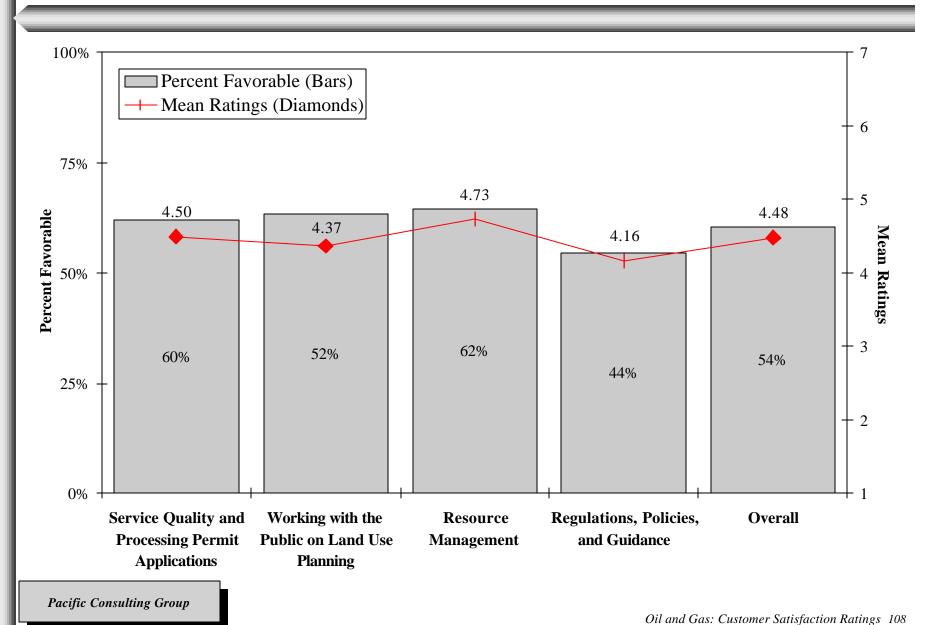
Administrative BLM Office for Oil and Gas Customers

Field Office/ Center	CO Customers
Denver Service Center	15
Canon City District	12
Grand Junction District	7
Lakewood	5
Craig District	4
Durango	4
Meeker	3
Other	12

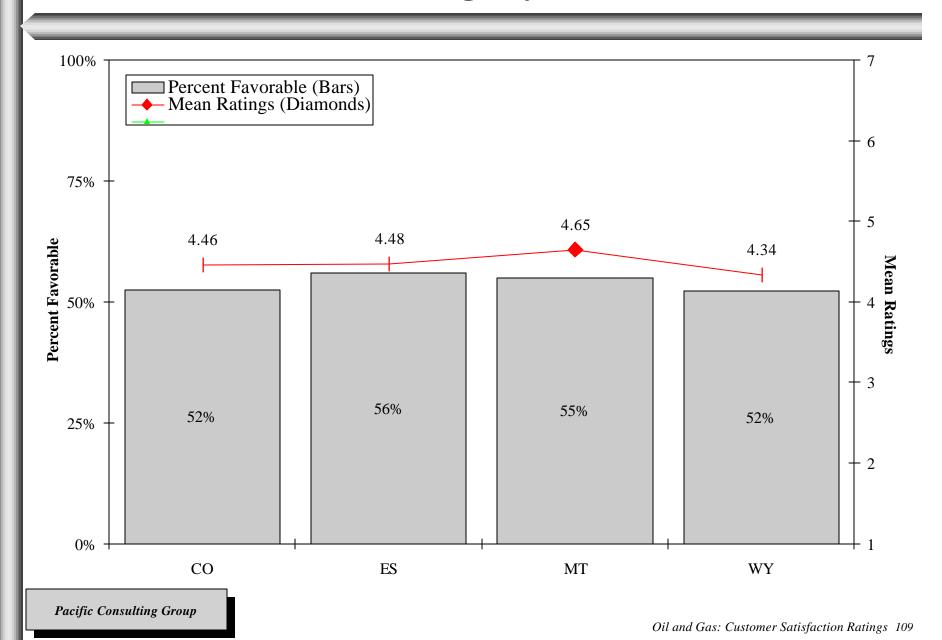
Field Office/ Center	MT Customers
Billings	25
Miles City	7
Lewistown	2
North Dakota	1
Missoula	1
Other	10

Field Office/ Center	WY Customers
Buffalo	41
Casper	32
Newcastle	15
Rawlins	11
Lander	9
Rock Springs	8
Worland District	8
Pinedale	3
Kemmerer	1
Other	22

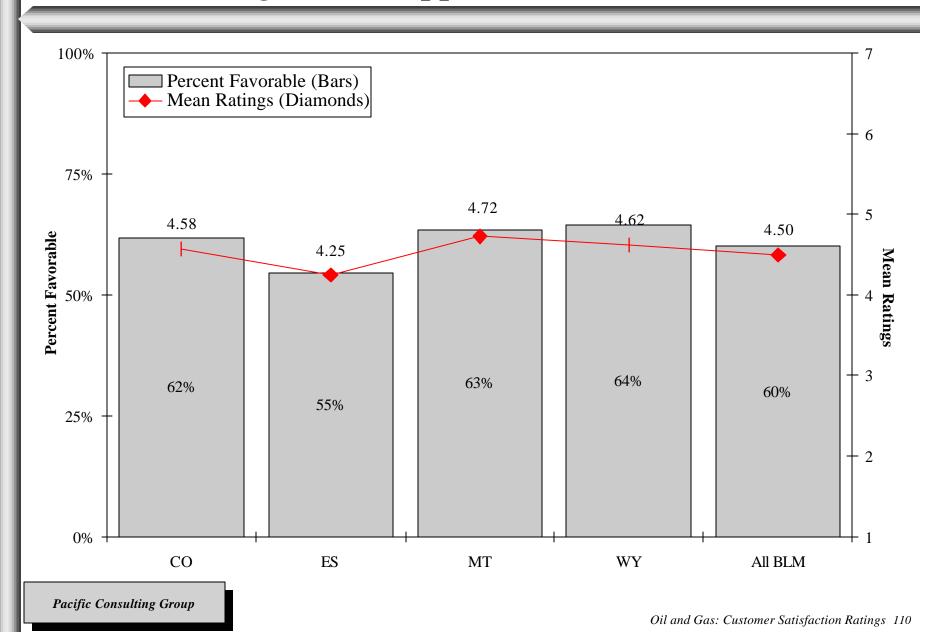
Arena and Overall BLM Performance Satisfaction Ratings



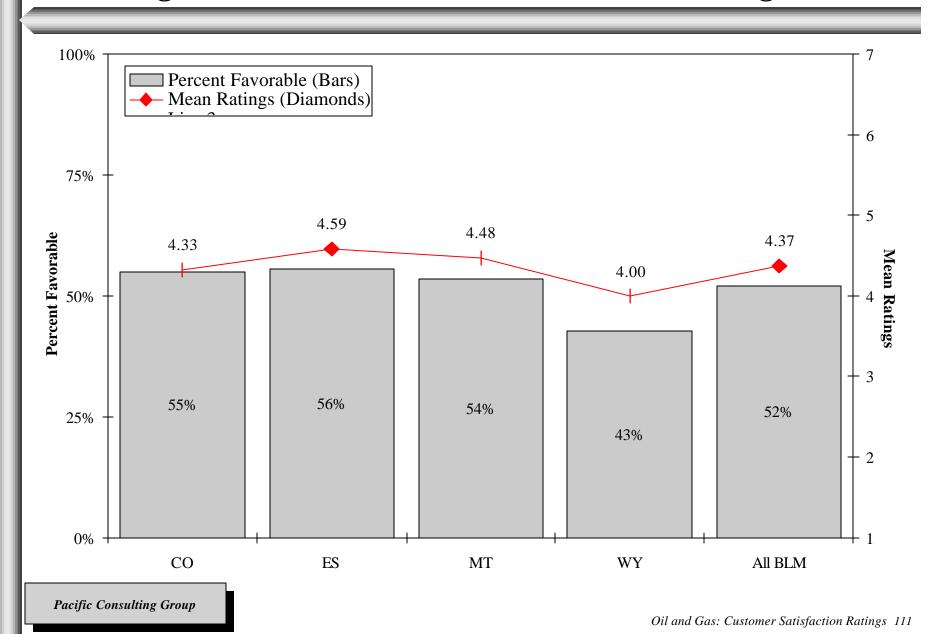
Overall Satisfaction Ratings by State



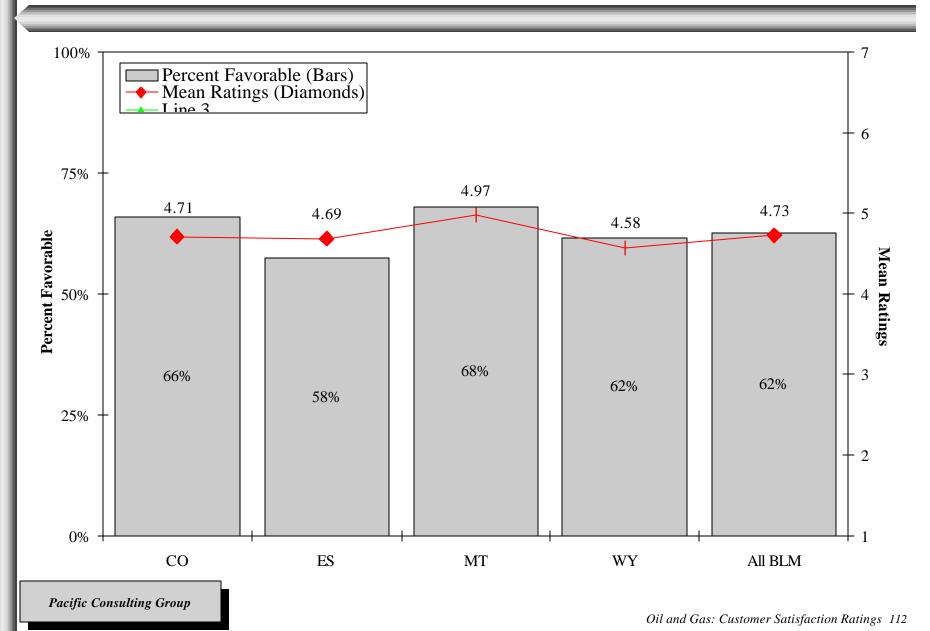
Satisfaction Ratings by State for the Service Quality and Processing Permit Applications Arena



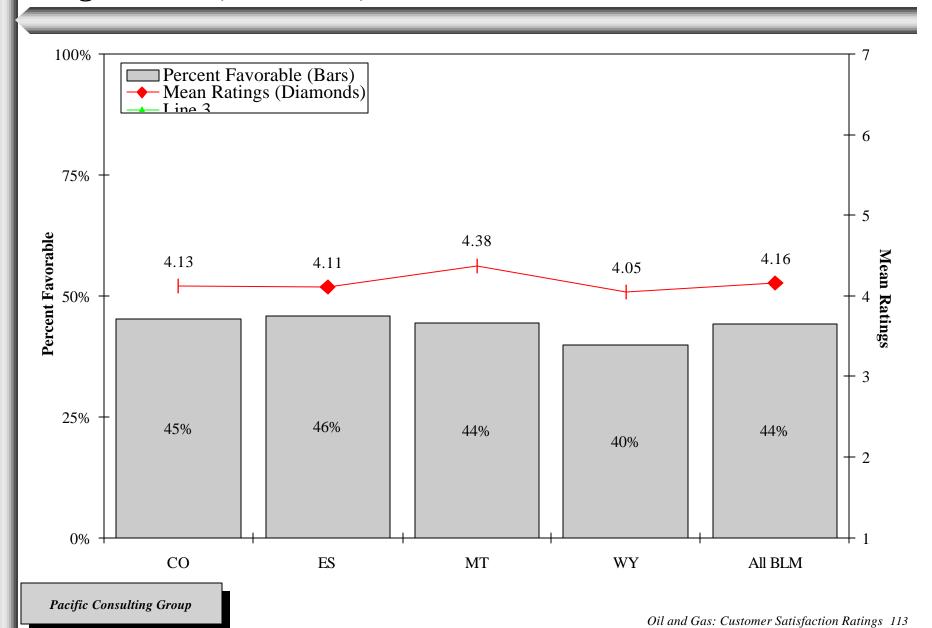
Satisfaction Ratings by State for the Working with the Public on Land Use Planning Arena



Satisfaction Ratings by State for the Resource Management Arena

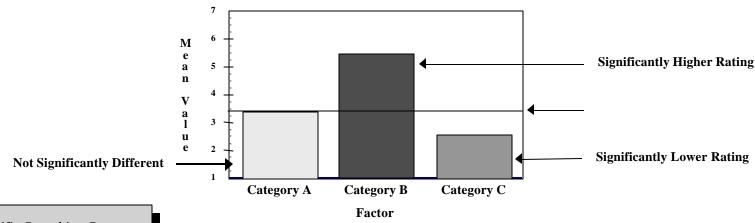


Satisfaction Ratings by State for the Regulations, Policies, and Guidance Arena



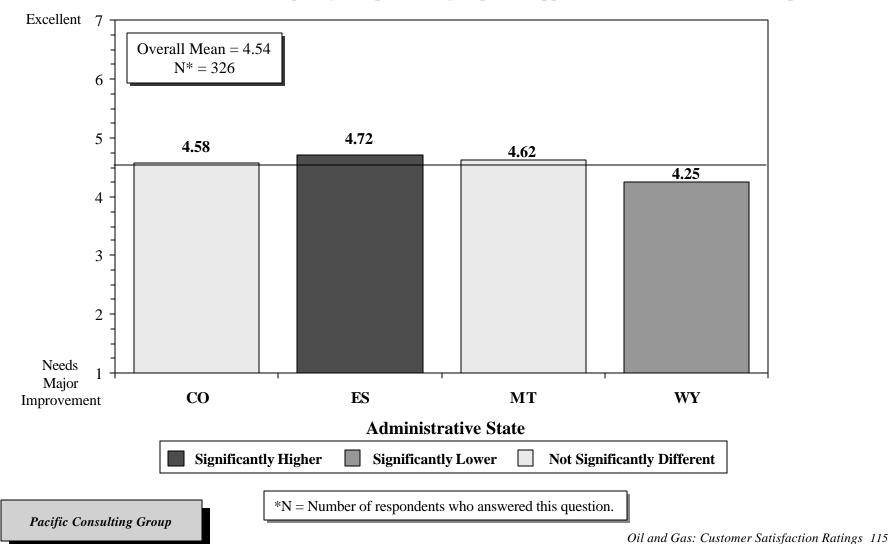
Demographic Information Is Used to Help Explain Differences in Customer Satisfaction Ratings

- Demographic information accounts for some of the differences in customer satisfaction ratings.
- Analysis of variance was performed on the overall customer satisfaction question and each of the four service arenas. Demographic factors include:
 - The state administrative office;
 - The number of oil and gas leases currently held;
 - The size of the company in terms of annual sales; and
 - Type of experience with BLM.
- Only effects that are statistically significant at the 95% confidence level are shown.
- For each significant factor (e.g., state administrative office), the mean of each of the categories (e.g., CO, ES, MT, or WY) is displayed in a chart as shown below.



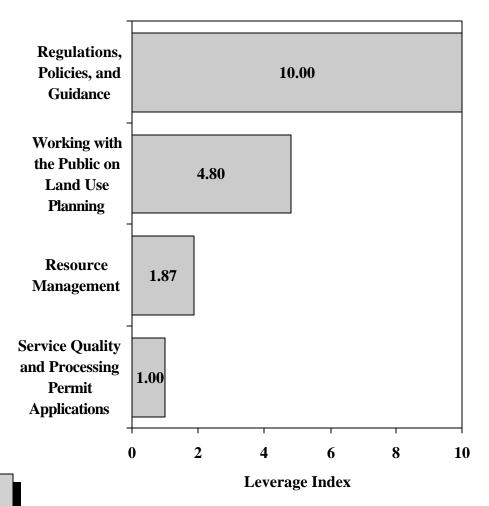
Significant Differences in Service Quality and Processing Permit Applications Ratings

• Oil and Gas customers whose permits are administered by the Eastern States offices are more satisfied with BLM service quality and processing of permit applications than are their counterparts.



Overall Improvement Priorities

• Leverage is indexed on a 1 to 10 scale, with higher numbers indicating greater improvement priorities. The customer value criteria with the highest leverage is shown as a "10" on the scale, that with the least leverage, as a "1."



Improvement Priorities for the Regulations, Policies, and Guidance Arena

Prioritized Improvement Opportunities

Comments for Improvement

Involving you in the development of regulations, policies, and guidance

Having reasonable regulations, policies, and guidance

Interpreting regulations and other guidance consistently

Making reasonable decisions regarding your permit

Enforcing regulations and policies consistently and equitably

Simplify the rules and rewrite them from the bottom. Have more communication with state and local reporting agencies.

Pursue legislation to make it more adaptable to citizens and the needs of oil and gas industries.

The BLM energy policy is not sufficient at this time to supply the oil, gas, and minerals needed by the United States public. We are forced to rely on foreign sources of energy, and soon we will be in big trouble.

Stop placing so much emphasis on the environment in detriment to the other multipleuse concepts. The environmentalists are wagging the dog. The BLM should recognize that their mission is multiple use, not just for surface environment aspects.

The BLM could reduce the number of areas without roads. Keep the lands open for multiple usage. Public lands were initially created for the average person to visit, but the land has become harder and harder to access.

1.11 1.00 0 2 4 6 8 10 Leverage Index

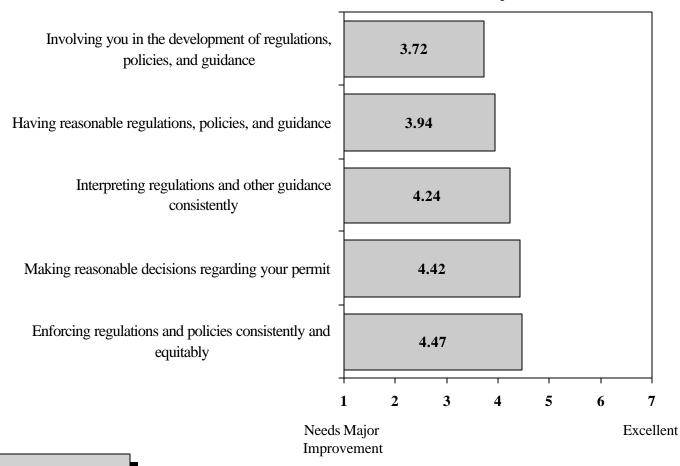
10.00

7.21

3.42

Mean Results by Question for Regulations, Policies, and Guidance

Mean Overall Satisfaction = 4.16



Improvement Priorities for the Working with the Public on Land Use Planning Arena

Prioritized Improvement Opportunities

1.53

1.00

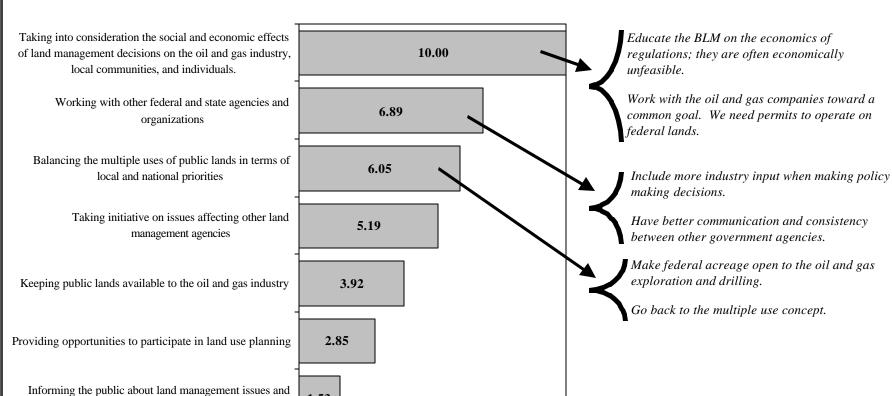
2

6

Leverage Index

10

Comments for Improvement



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decisions

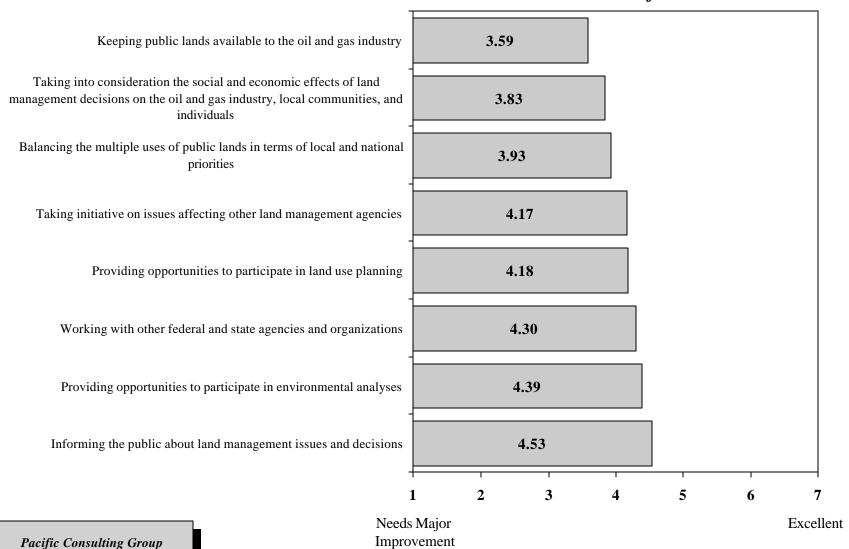
Providing opportunities to participate in environmental

analyses

Mean Results by Question for Working with the Public on Land Use Planning



Oil and Gas: Improvement Opportunities 120



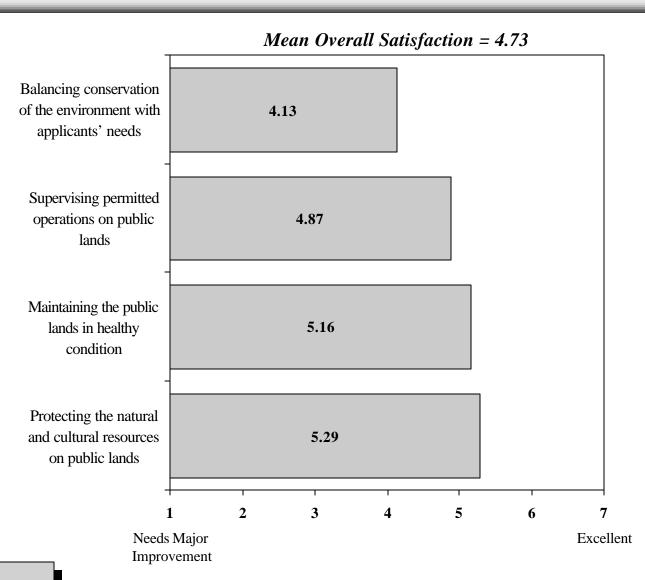
Improvement Priorities for the Resource Management Arena

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Prioritized Improvement Opportunities Comments for Improvement Listen more to economic concerns. The extreme environmentalists have too much influence; this needs to be balanced out. Balancing conservation of the 10.00 environment with applicants' needs Public lands were initially created for the public to enjoy. They are becoming harder and harder to access. Supervising permitted operations on Aggressively re-seed grass lands, especially 5.77 public lands National Grass Lands. Take better care of public Maintaining the public lands in healthy 3.67 condition Protecting the natural and cultural 1.00 resources on public lands 2 8 10 Leverage Index

Oil and Gas: Improvement Opportunities 121

Mean Results by Question for Resource Management



Improvement Priorities for the *Service Quality and* Processing Permit Applications Arena

10.00

7.43

5.82

5.23

3.51

3.08

2.51

2.21

2

Leverage Index

Prioritized Improvement Opportunities

Processing permit applications in a timely manner

Having consistent procedures and guidance between the BLM offices

> Delegating sufficient authority to local employees to make decisions

Maintaining good communications during the leasing and approval process

Responding to your questions with up-to-date and accurate information

Providing technical assistance when needed to complete offers or applications

Providing products and services via the Internet and electronically

Explaining the terms and conditions of your lease or permit

> Having personnel who have a friendly, cooperative attitude

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Comments for Improvement

Hire additional help to approve applications in a timely manner.

Remove some regulations in order to shorten the time to process permits and EIS applications. Find a better way to evaluate the economic benefits against the cultural benefits of the operations.

Have more consistency with regards to regulations.

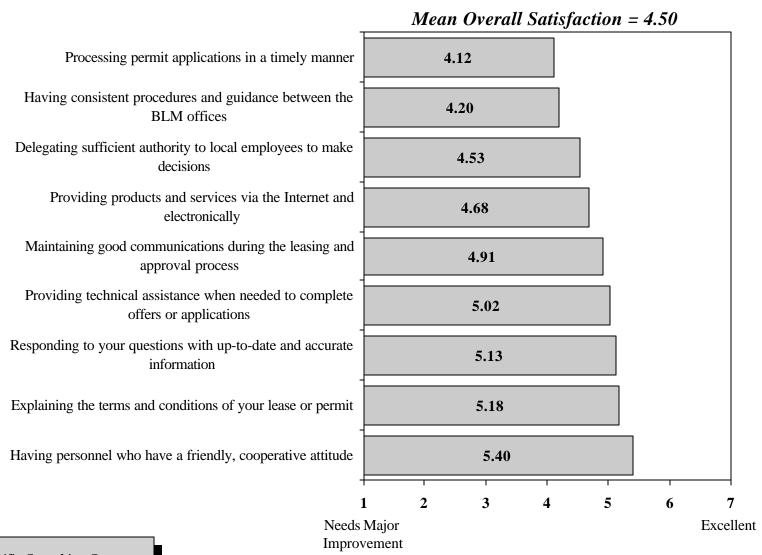
There needs to be more consistency in how decisions are made. One gets different answers from the district and state offices. And, depending on the person you talk to, it can take one day or six months to receive an answer.

Empower the local office to make decisions and hire the resources needed. When cuts have to be made, they cannot be done by local employees, and the state does not appear to be knowledgeable in gas and oil operations and the problems involved in drilling an area.

Give more authority to the regional offices.

10

Mean Results by Question for Service Quality and Processing Permit Applications

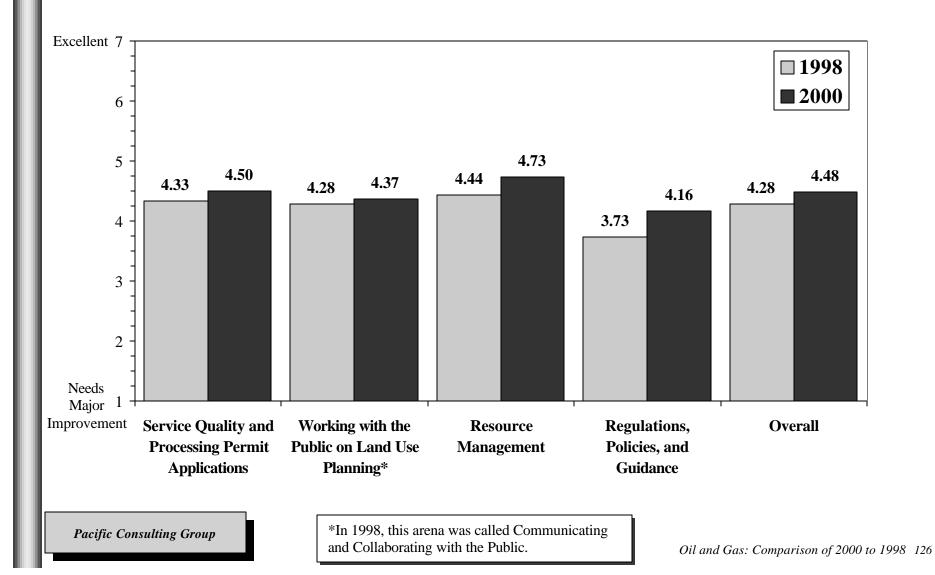


Respondents Made 322 Comments

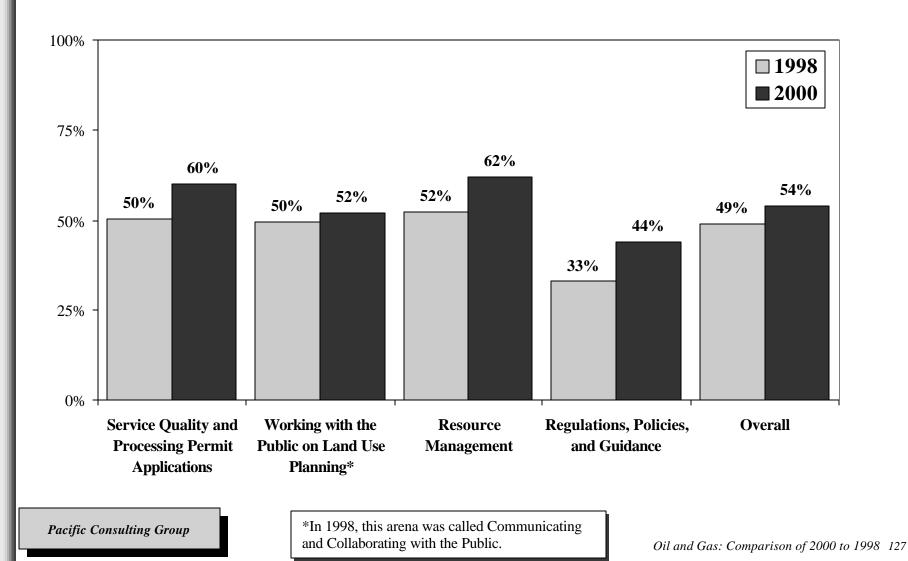
- 81% of customers completing the questionnaire made comments about Oil and Gas permit applications.
- The comments were divided among states as follows: 34% WY, 23% MT, 22% CO, 21% ES.

Comment	Count	Percent	Arena
Improve the efficiency and timeliness of the processing	91	28%	Processing
Improve staffing	40	12%	Processing
Interpret the rules more consistently	25	8%	Regulations, Policies, and Guidance
Make the rules more understandable and reasonable	22	7%	Regulations, Policies, and Guidance
Improve the management of multiple uses	17	5%	Resource Management
Consider social, environmental, and economic issues in land			
management decisions	17	5%	Resource Management
Inform the public about land management decisions and issues	16	5%	Land Use Planning
Improve Public Relations	16	5%	Land Use Planning
Increase local control	14	4%	Resource Management
Improve communication and coordination within BLM	9	3%	Land Use Planning
Seek and follow through on public input	7	2%	Land Use Planning
Improve communication and coordination with other federal agencies			
and organizations	5	2%	Land Use Planning
Keep applicants informed at all stages of the process	3	1%	Processing
Reduce permitting costs	1	0%	Processing
Improve the maintenance of the land (including facilities)	1	0%	Resource Management
General negative comments	19	6%	
Other	17	5%	
General positive comments	2	1%	
Total	322	100%	

1998 and 2000 Mean Comparisons



1998 and 2000 Percent Favorable Comparisons



Recreational Permit Customers

Recreational Permit Customer Scorecard

the permit process

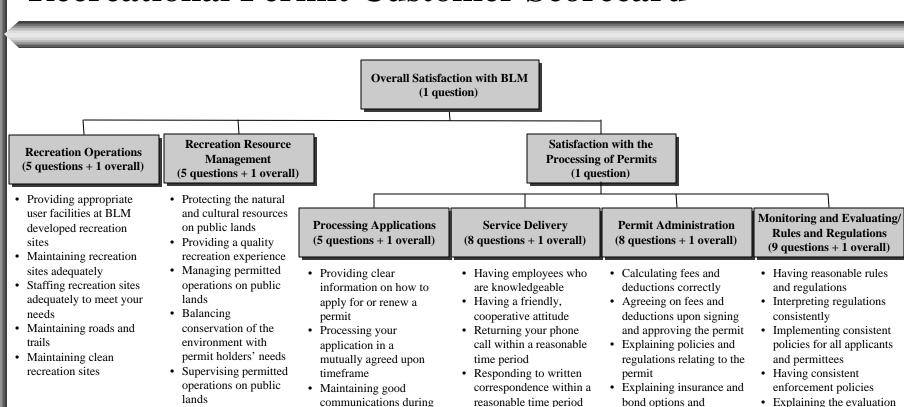
Providing assistance

complete paperwork

Being available when

when needed to

you call



· Making written

understand

offices

affordable

• Being able to obtain

• Making up-to-date

maps/brochures

permits at local BLM

information accessible

· Providing accurate and

correspondence easy to

Pacific Consulting Group

process

permit

your permit

• Providing prompt post-

evaluation feedback

decisions regarding your

• Taking into consideration

vour interests when

changing the terms of

Considering suggestions

for improvement to the

permitting procedures

Making reasonable

requirements relating to

environment protection

requirements as part of

understandable terms and

• Explaining the inspection

courteously and timely

of records and audits

• Providing reasonable

• Issuing permits with

the permit

the permit

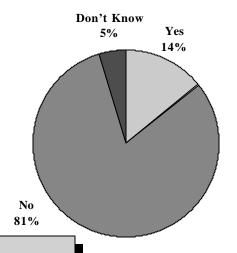
conditions

· Handling audits

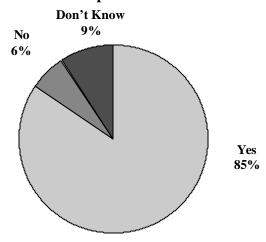
435 Interviews with Recreational Permit Customers **Were Completed**

Number of Recreational Permits (Past Two Years)	Customers	Percent
One	127	29.9%
Two	142	33.4%
Three	36	8.5%
Four or more	103	24.2%
Don't Know	17	4.0%

Audit Regarding BLM Commercial Recreation Permit



Permit Incorporated "Tread Lightly" and "Leave No Trace" **Stipulation**



BLM State for *Recreational Permit* **Customers**

Administrative State

State	Customers	Percent
CA	28	6.4%
СО	174	40.0%
OR	78	17.9%
UT	155	35.6%

State Most Often Contacted

State	Customers	Percent
AZ	4	0.9%
CA	29	6.7%
СО	173	39.8%
ID	3	0.7%
MI	1	0.2%
MT	2	0.5%
NM	4	0.9%
NV	4	0.9%
OR	71	16.3%
UT	137	31.5%
WA	2	0.5%
WY	4	0.9%
Don't Know	1	0.2%

Administrative BLM Offices for Recreational Permit **Customers**

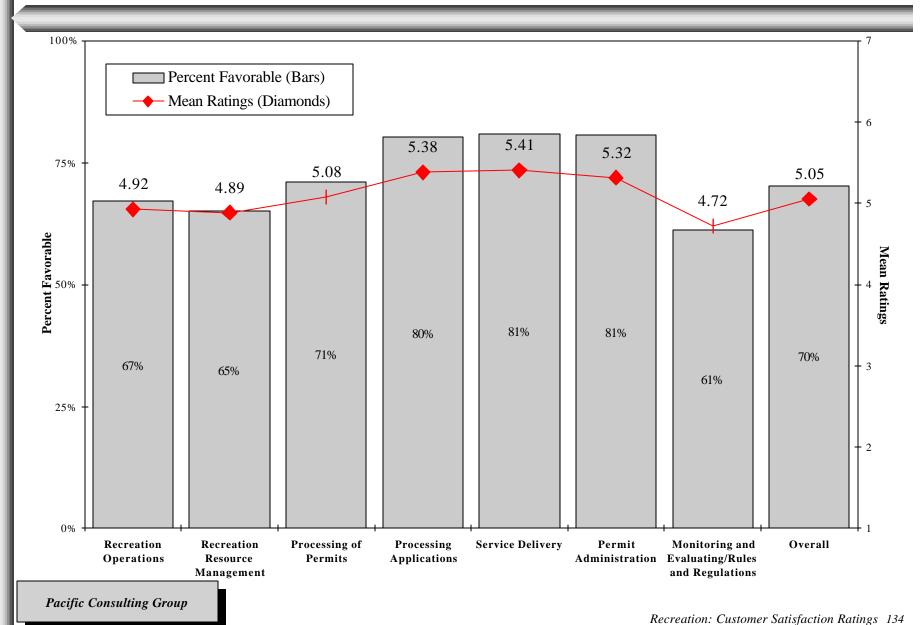
Field Office/ Center	CA Customers
Folsom	14
Redding	5
Arcata	3
Needles	3
Ukiah	2
Alturas	1
Palm Springs	1

Field Office/ Center	CO Customers
Kremmling	34
Glenwood Springs	17
Grand Junction District	17
Craig District	14
Montrose District	14
Gunnison	10
Meeker	10
Durango	8
Canon City District	8
Denver Service Center	1
Other	1

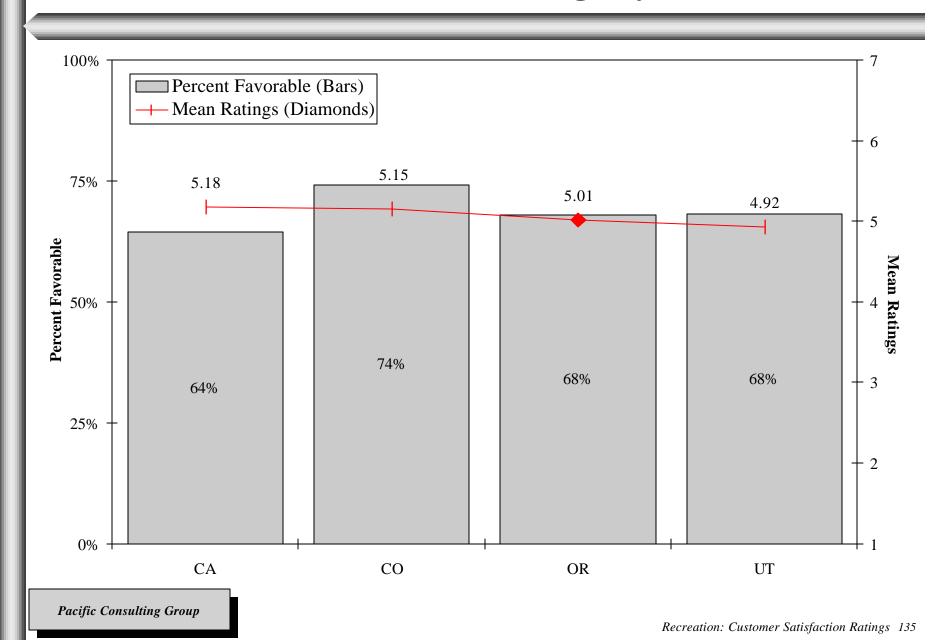
Field Office/ Center	OR Customers
Medford District	42
Prineville District	14
Lakeview District	3
Burns District	2
Vale Distrtict	2
Eugene District	1
Other	6

Field Office/	UT
Center	Customers
Moab	37
Monticello	23
Vernal	18
Price	16
Kanab	12
Salt Lake	6
Richfield	6
Cedar City District	2
St. George	1
Other	16

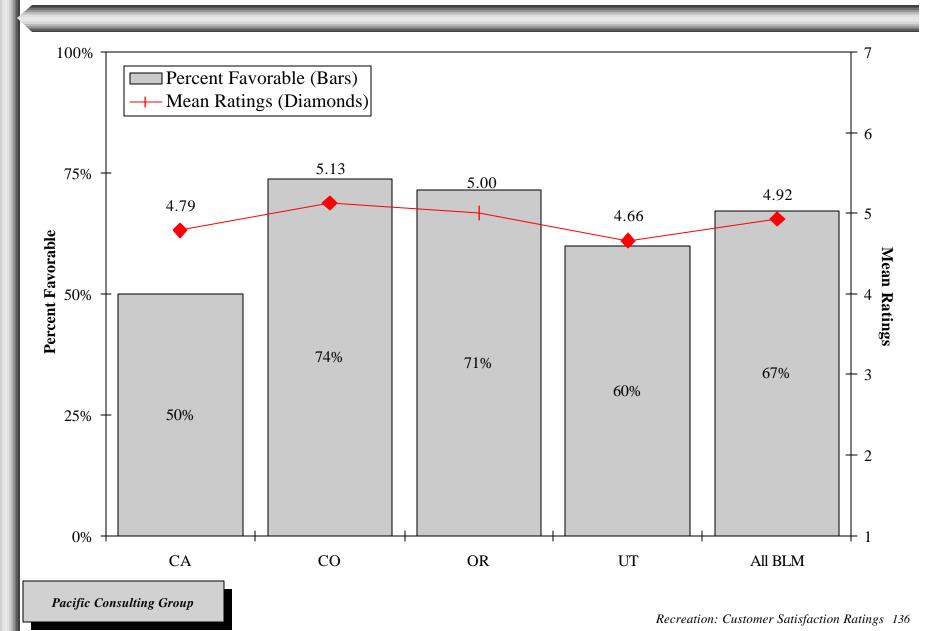
Arena and Overall BLM Performance Satisfaction Ratings



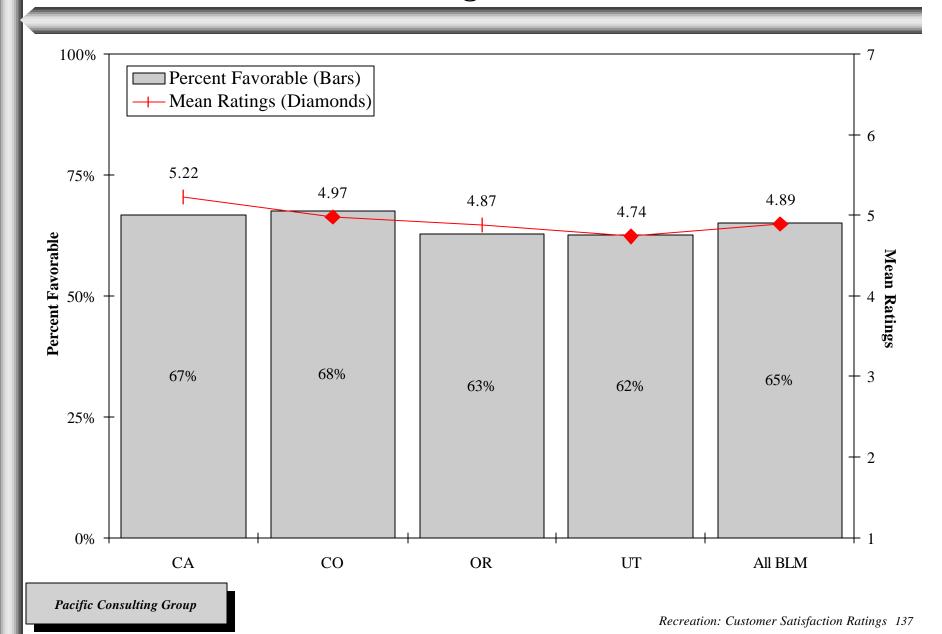
Overall Arena Satisfaction Ratings by State



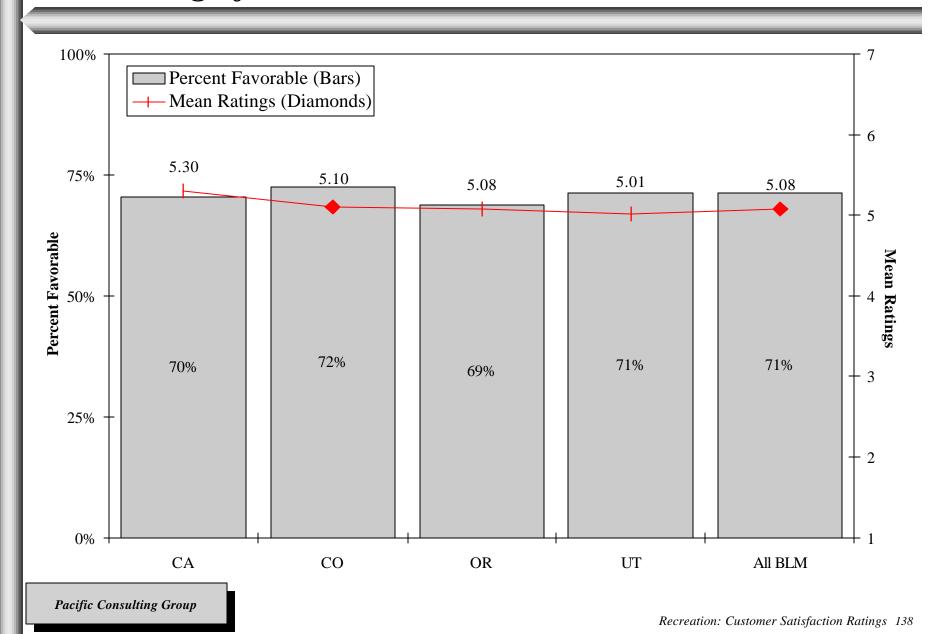
Satisfaction Ratings by State for the *Recreation Operations* Arena



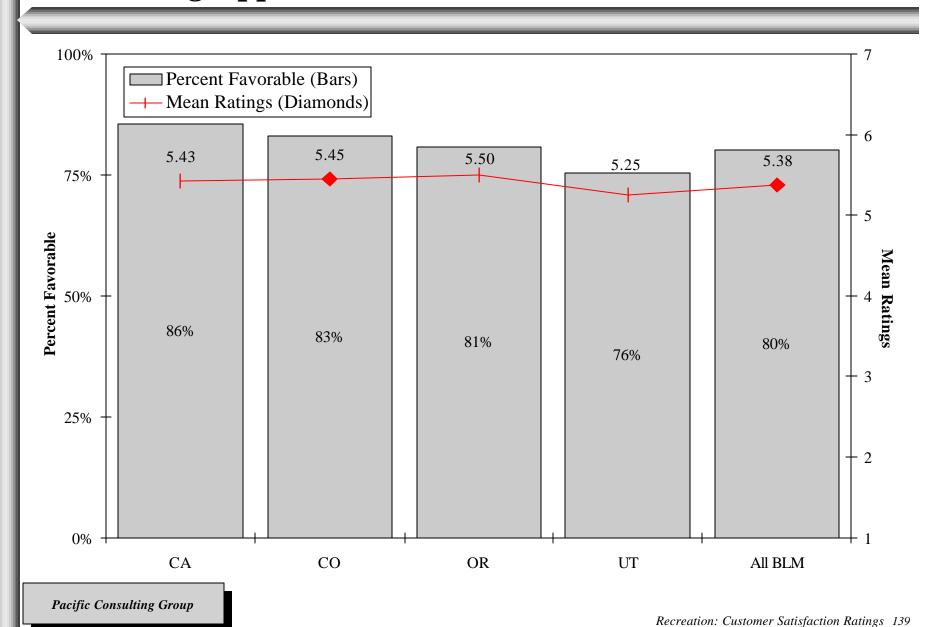
Satisfaction Ratings by State for the Recreation Resource Management Arena



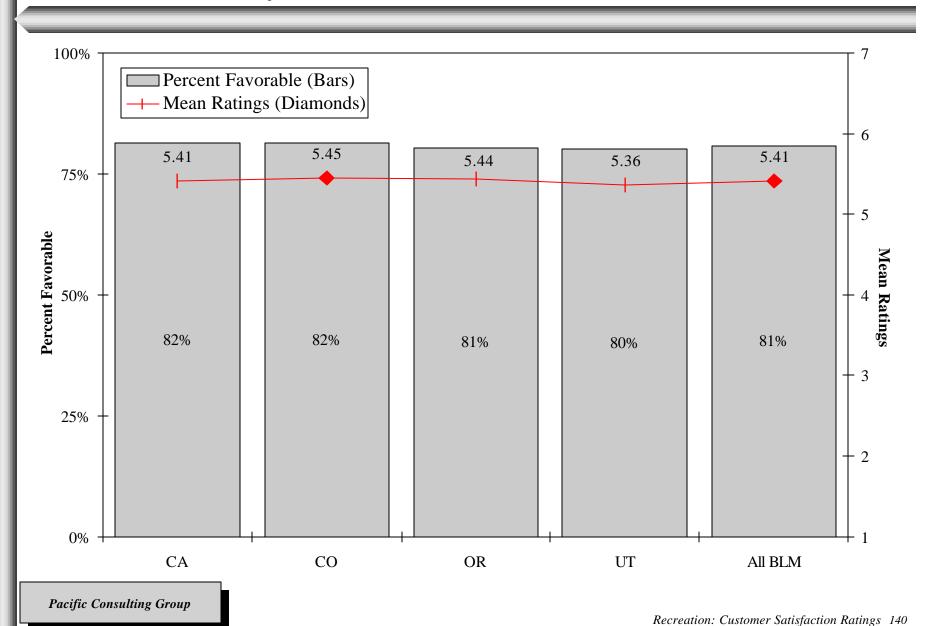
Satisfaction Ratings by State for the *Processing of Permits* Arena



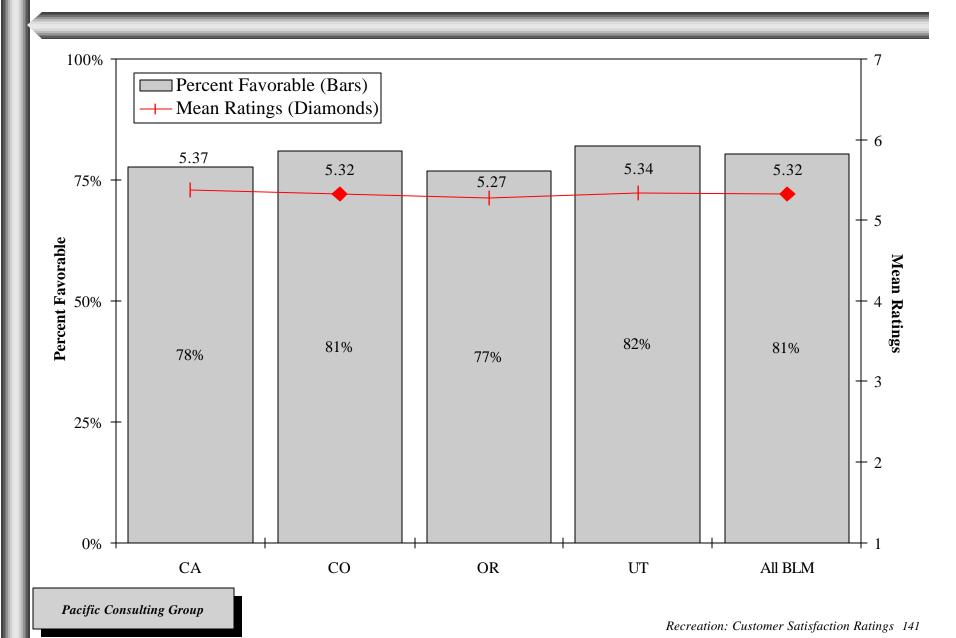
Satisfaction Ratings by State for the *Processing Applications* Sub-Arena



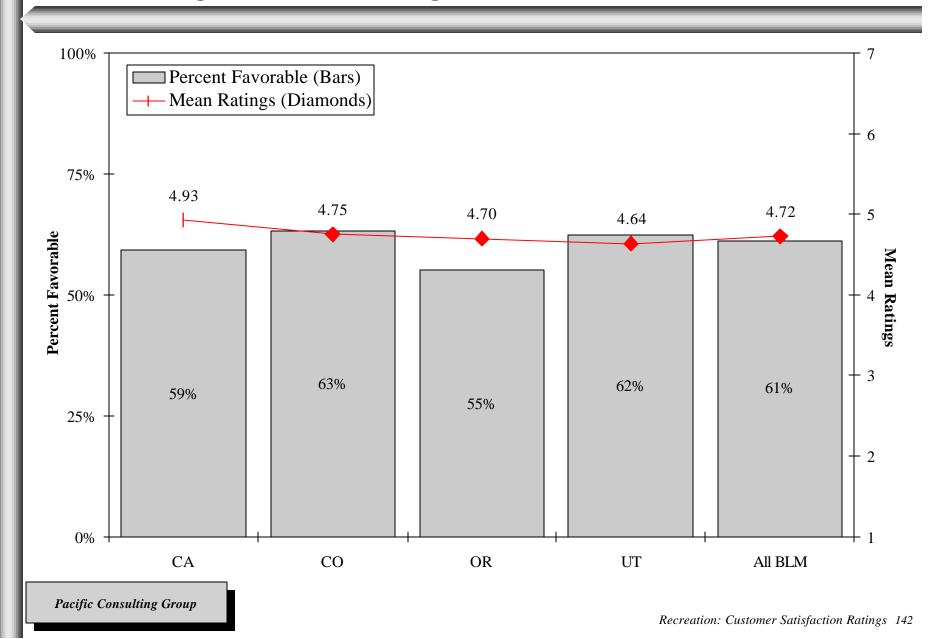
Satisfaction Ratings by State for the Service Delivery Sub-Arena



Satisfaction Ratings by State for the Permit Administration Sub-Arena

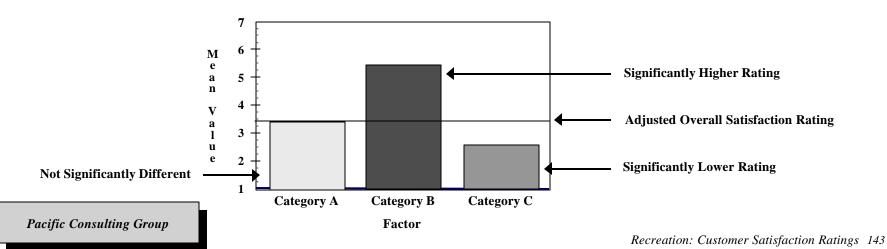


Satisfaction Ratings by State for the *Monitoring and Evaluating/Rules and Regulations* Sub-Arena



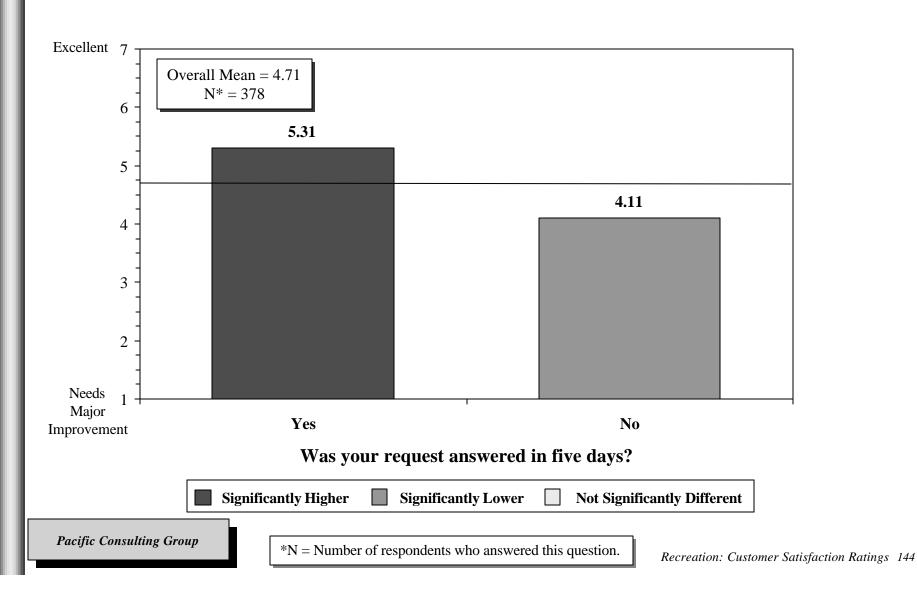
Demographic Information Is Used to Help Explain Differences in Customer Satisfaction Ratings

- Demographic information accounts for some of the differences in customer satisfaction ratings.
- Analysis of variance was performed on the overall customer satisfaction with BLM services and for each of the four service arenas. Demographic factors include:
 - The state administrative office;
 - The number of recreational permits obtained in the past two years;
 - Whether the customer's request was answered in five business days; and
 - Whether the permit incorporated "Tread Lightly" and "Leave No Trace" stipulations.
- Only effects that are statistically significant at the 95% confidence level are shown.
- For each significant factor (e.g., state administrative office), the mean of each of the categories (e.g., CA, CO, OR, or UT) is displayed in a chart as shown below.



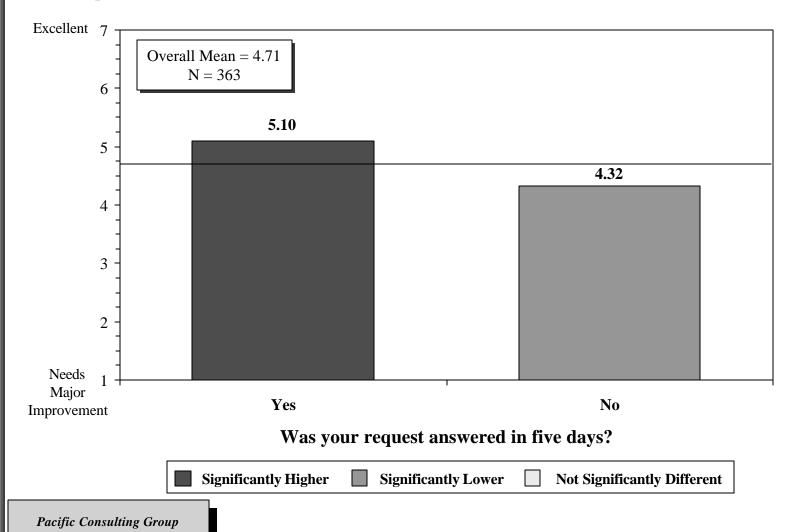
Significant Differences in Overall Satisfaction Rating

• Customers whose request was answered in five days are more satisfied with BLM performance.



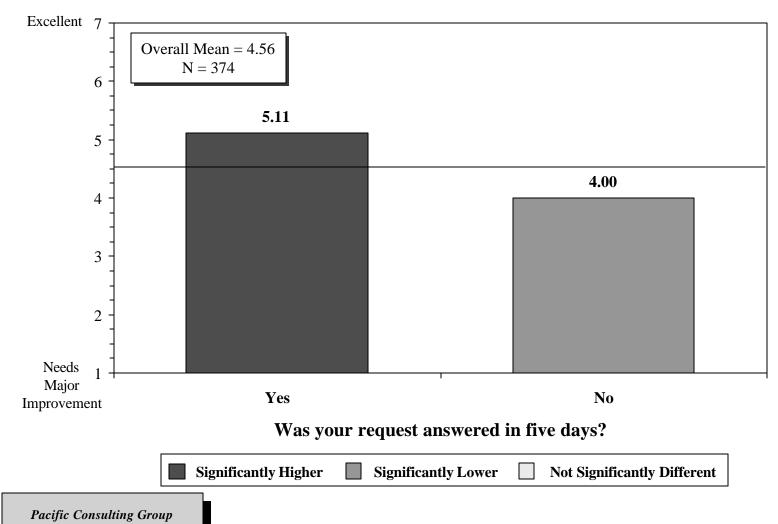
Significant Differences in Recreation Operations Ratings

• Customers whose requests were answered in five days are more satisfied with BLM recreation operations.



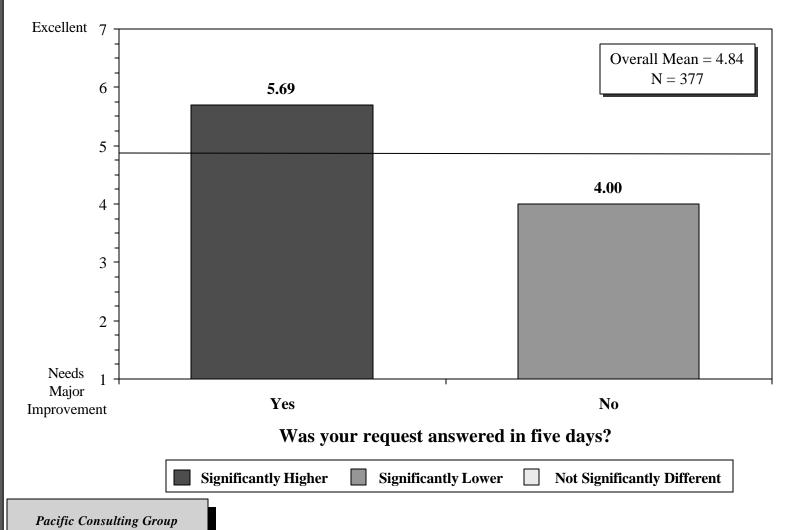
Significant Differences in Recreation Resource Management Ratings

 Customers whose request was answered in five days are more satisfied with BLM recreation resource management.



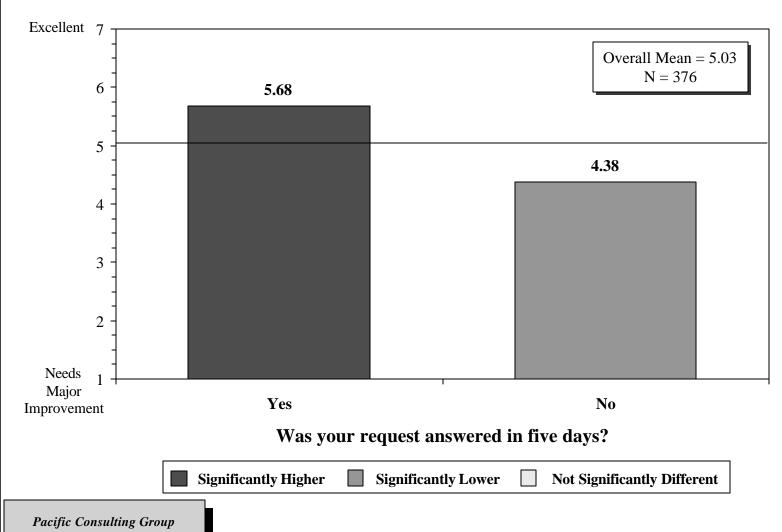
Significant Differences in Processing Applications Ratings

• Customers whose request was answered in five days are more satisfied with BLM processing of applications.



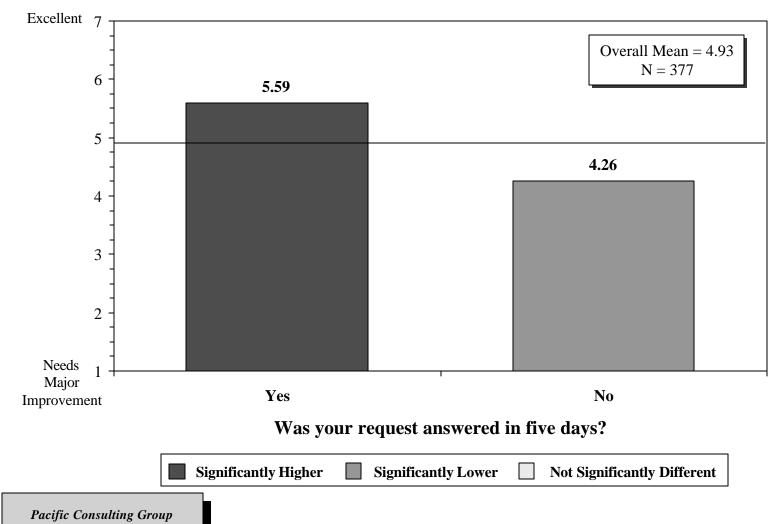
Significant Differences in Service Delivery Ratings

• Customers whose request was answered in five days are more satisfied with BLM service delivery.



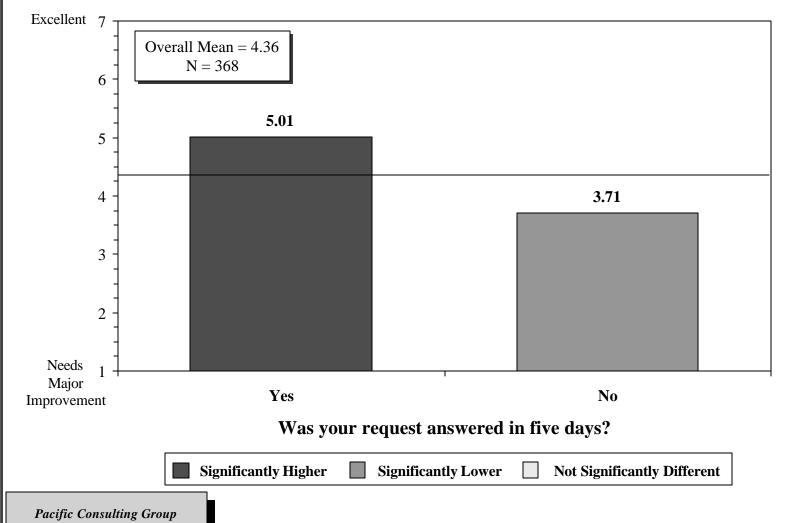
Significant Differences in Permit Administration Ratings

• Customers whose request was answered in five days are more satisfied with BLM permit administration.



Significant Differences in *Monitoring and Evaluating/ Rules and Regulations* Ratings

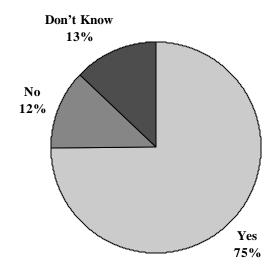
• Customers whose request was answered in five days are more satisfied with BLM monitoring and evaluating and rules and regulations.



Response Time to Phone and Written Requests

- Three-quarters of the Recreational permit customers had their phone or written requests answered in five business days.
- Recreational permit customers whose phone or written requests were answered in five days gave significantly higher ratings for all overall rating questions than did Recreational permit customers whose requests were not answered in five days.

Phone/Written Request Answered in Five Days (N = 435)

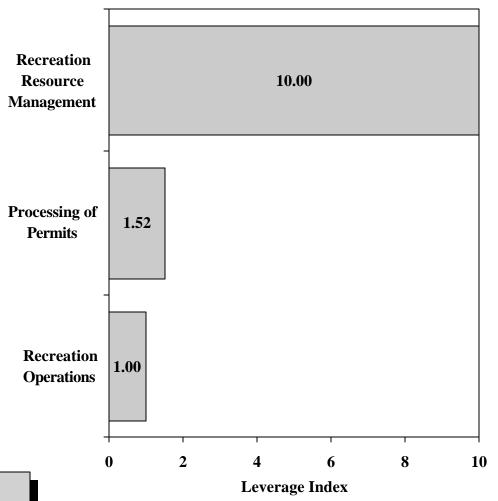


Overall Rating Questions*	Yes (Min. N = 313)	No (Min. N = 50)
Recreation Operations	5.10	4.32
Recreation Resource Management	5.11	4.00
Processing of Permits	5.34	4.02
Processing Applications	5.69	4.00
Service Delivery	5.68	4.38
Permit Administration	5.59	4.26
Monitoring and Evaluating/ Rules and Regulations	5.01	3.71
Overall BLM Performance	5.31	4.11

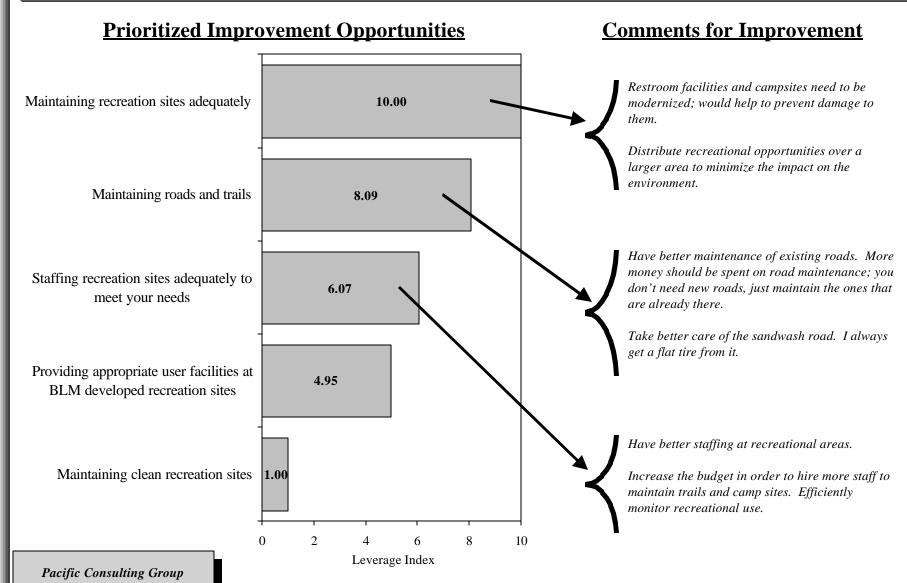
*All questions show significant differences at the 95% confidence level.

Overall Improvement Priorities

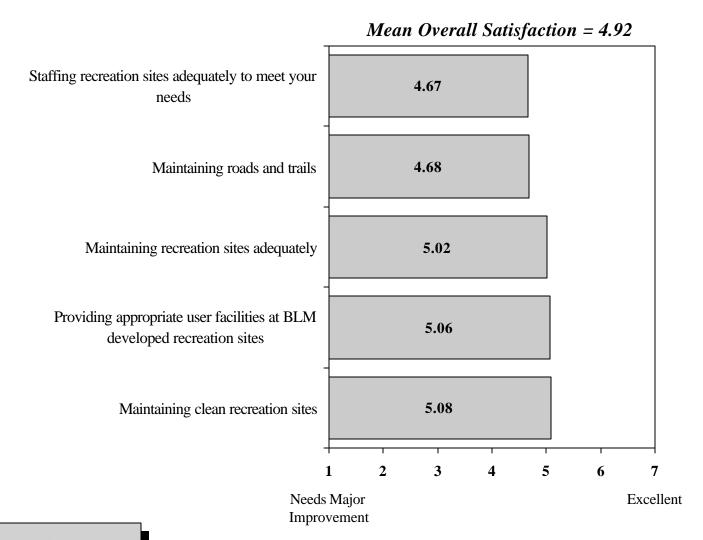
• Leverage is indexed on a 1 to 10 scale, with higher numbers indicating greater improvement priorities. The customer value criteria with the highest leverage is shown as a "10" on the scale, that with the least leverage, as a "1."



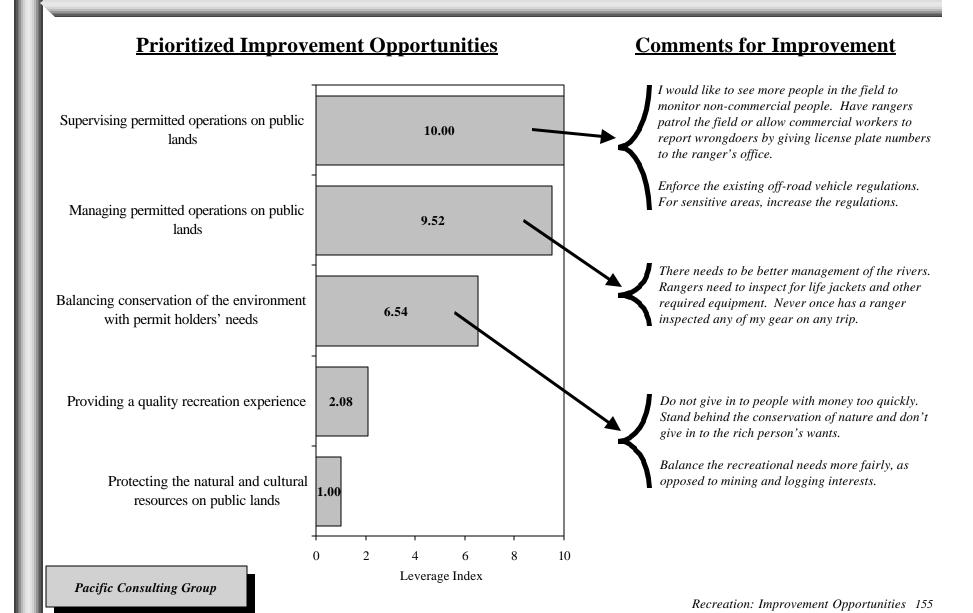
Improvement Priorities for the Recreation Operations Arena



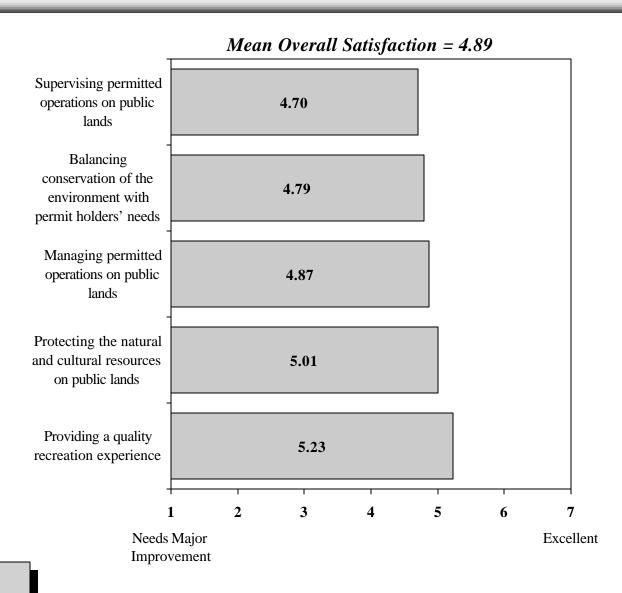
Mean Results by Question for Recreation Operations



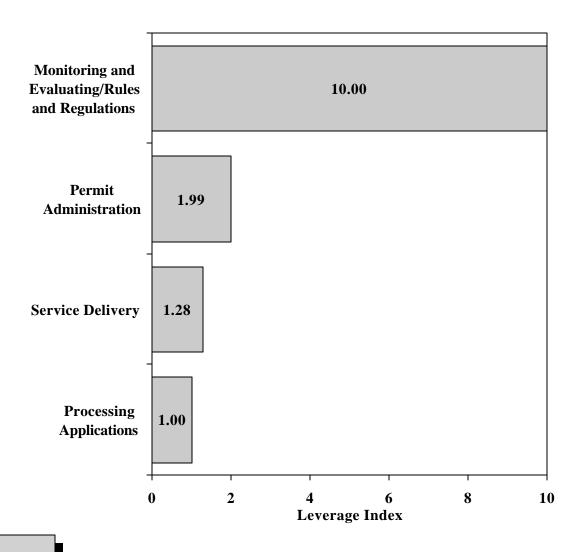
Improvement Priorities for the Recreation Resource Management Arena



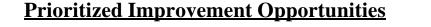
Mean Results by Question for Recreation Resource Management



Improvement Priorities for the *Processing of Permits* Arena



Improvement Priorities for the *Processing Applications* Sub-Arena



3.80

2.70

1.53

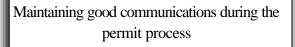
2

Leverage Index

10

10.00

Comments for Improvement

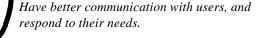


Being available when you call

Providing clear information on how to apply for or renew a permit

Providing assistance when needed to complete paperwork

Processing your application in a mutually agreed upon timeframe



Better communication is needed. Attend meetings and talk face-to-face with customers, instead of sending form letters.

It's too hard to get hold of BLM staff.

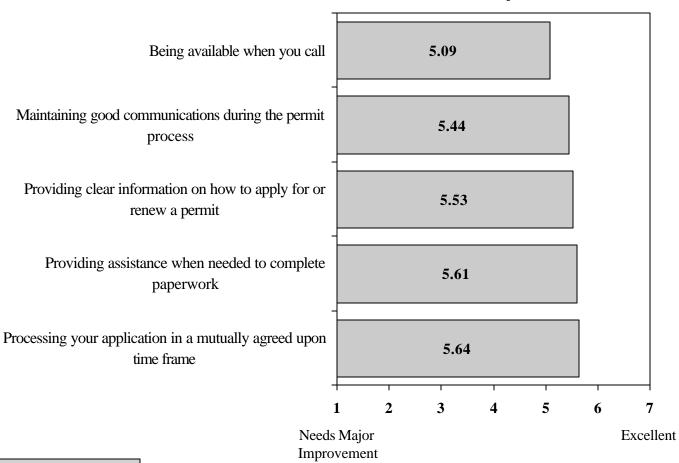
It's frustrating to be transferred from person-toperson to voicemail. There's no qualified staff member available to take the call.

Regional offices need e-mail addresses in order to avoid playing phone tag.

I cannot seem to reach anyone by phone. I always get an answering machine.

Mean Results by Question for Processing Applications

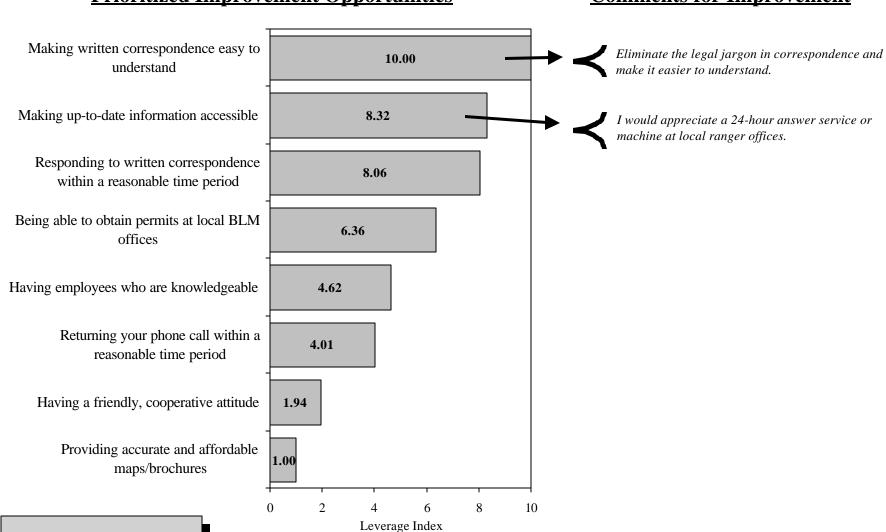




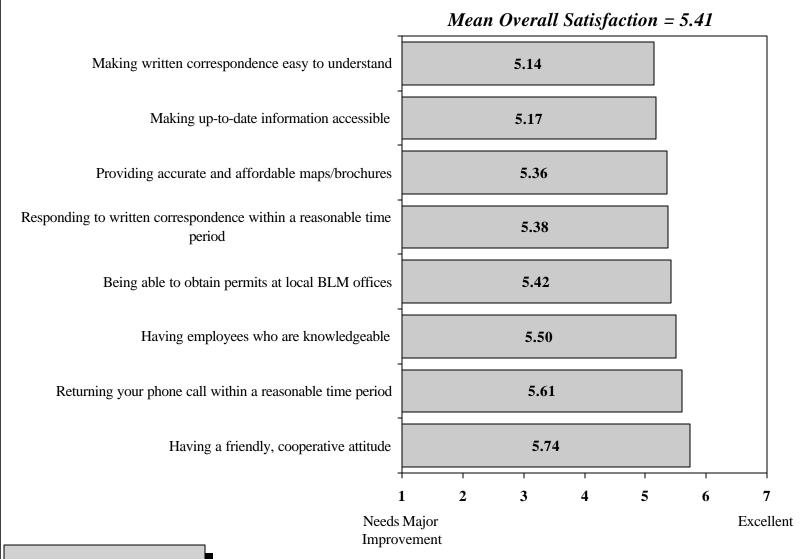
Improvement Priorities for the Service Delivery Sub-Arena

Prioritized Improvement Opportunities

Comments for Improvement

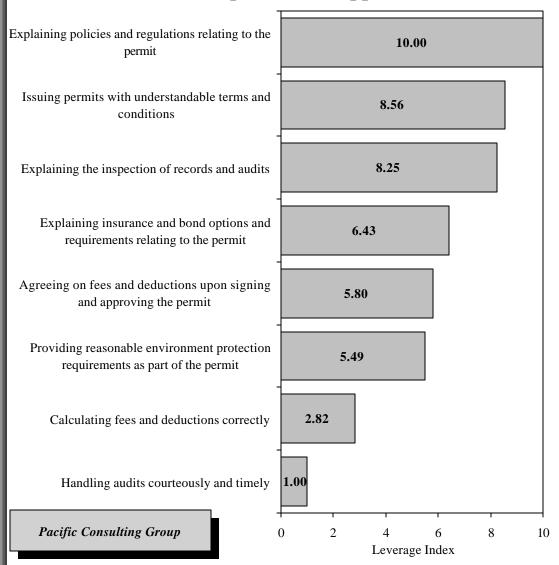


Mean Results by Question for Service Delivery



Improvement Priorities for the Permit Administration Sub-Arena

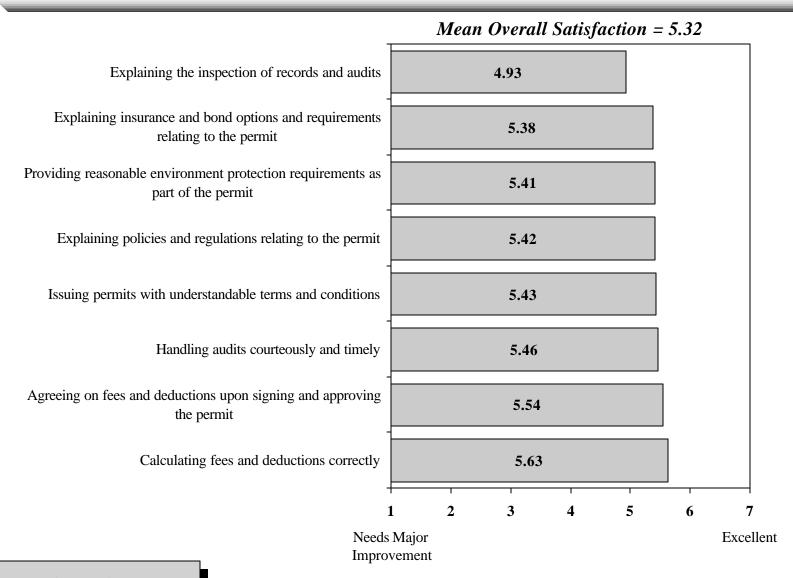
Prioritized Improvement Opportunities



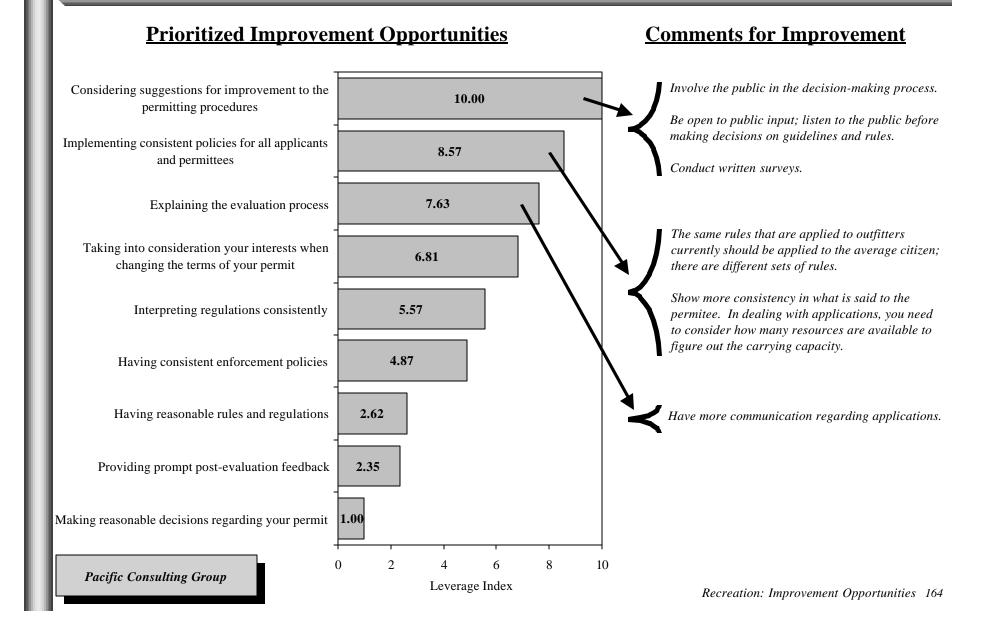
Comments for Improvement

Note: Customers did not make any comments regarding these improvement areas.

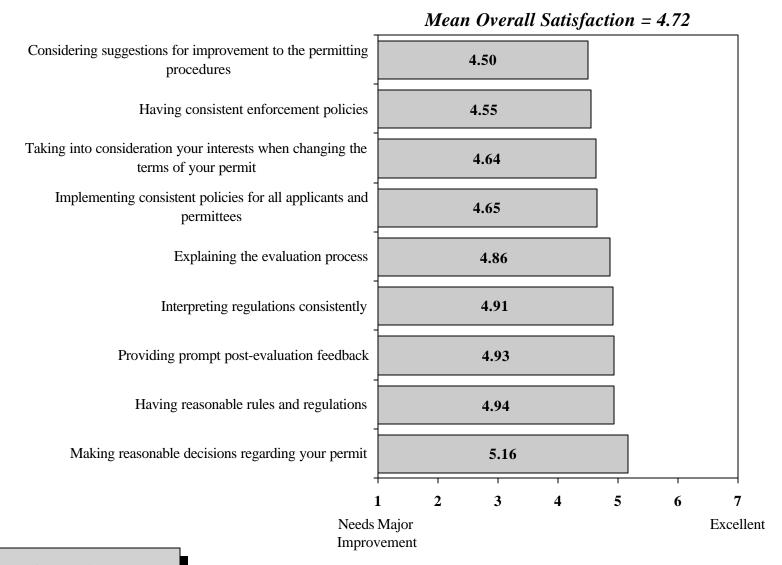
Mean Results by Question for Permit Administration



Improvement Priorities for the Monitoring and Evaluating/Rules and Regulations Sub-Arena



Mean Results by Question for Monitoring and Evaluating/Rules and Regulations



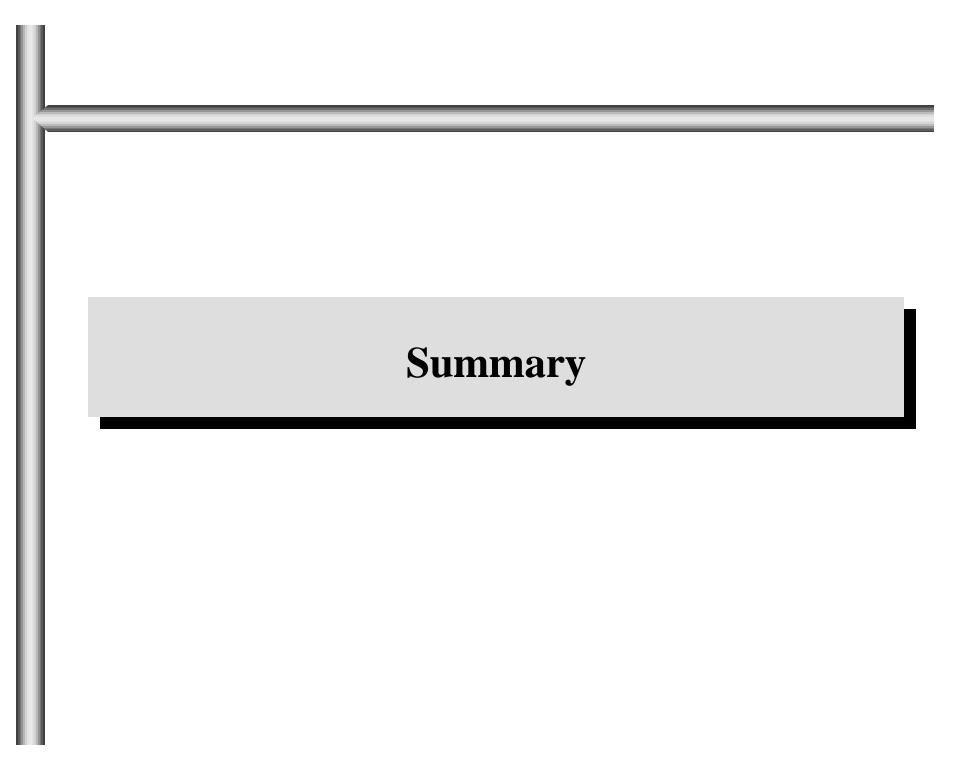
Respondents Made 363 Comments

- 83% of customers completing the questionnaire made comments about Recreational permits.
- The comments were divided among states as follows: 38% CO, 38% UT, 18% OR, 7% CA.

Comment	Count	Percent	Arena/Sub-Arena*
Improve staffing	77	21%	Service Delivery
Improve the efficiency and timeliness of the processing	50	14%	Processing Applications
Improve the maintenance of the land (including facilities)	43	12%	Resource Management
Enforce rules more strictly and effectively	28	8%	Monitoring and Evaluating
Consider social, environmental, and economic issues in land			
management decisions	26	7%	Resource Management
Seek and follow through on public input	17	5%	Monitoring and Evaluating
Interpret the rules more consistently	16	4%	Monitoring and Evaluating
Improve Public Relations	15	4%	Service Delivery
Make the rules more understandable and reasonable	10	3%	Monitoring and Evaluating
Improve the management of multiple uses	8	2%	Resource Management
Reduce permitting costs	7	2%	Permit Administration
Inform the public about land management decisions and issues	5	1%	Service Delivery
Increase local control	5	1%	Resource Management
Keep applicants informed at all stages of the process	2	6%	Processing Applications
Improve communication and coordination with other federal agencies			
and organizations	1	0%	Service Delivery
Improve communication and coordination within BLM	1	0%	Service Delivery
Other	36	10%	
General negative comments	14	4%	
General positive comments	2	1%	
Total	363	100%	

Pacific Consulting Group

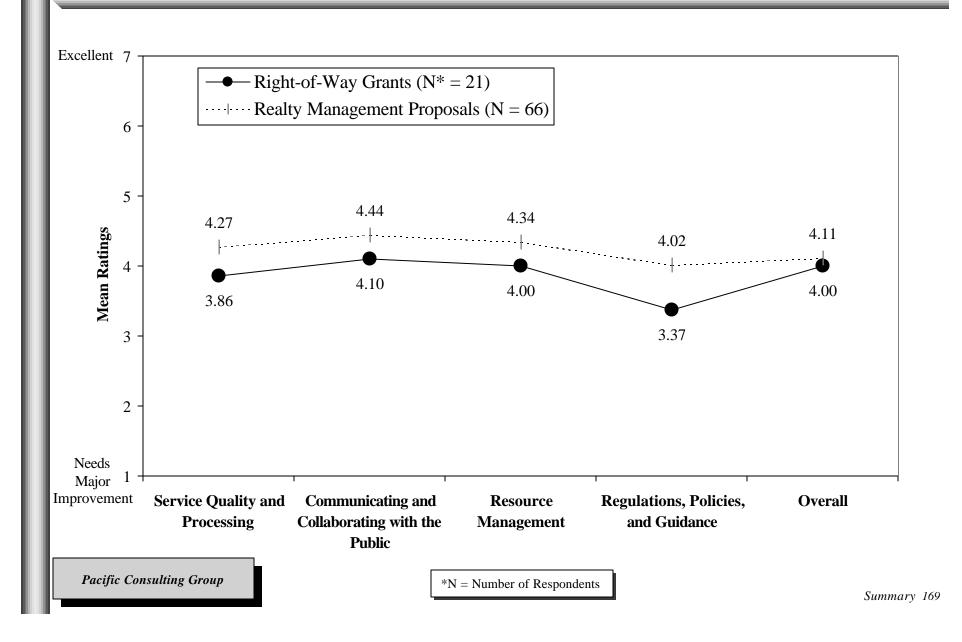
*In this chart, the comment categories have been resorted among Recreational permits' arenas, which are dramatically different than those in the other customer segments.



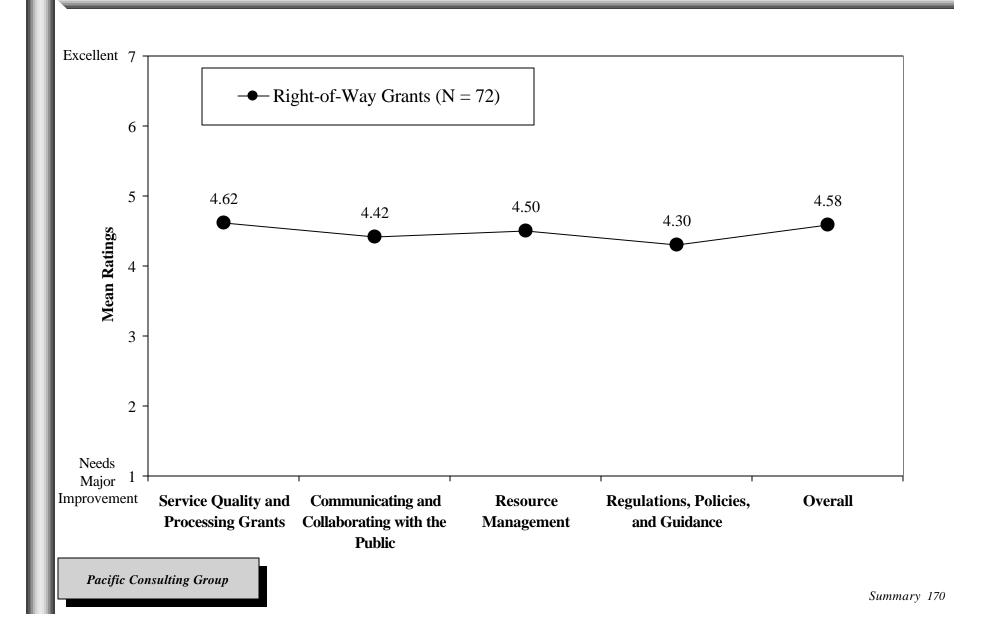
Overall Mean Ratings and Top Two Leverage Arenas for Direct Customers

Customer Segment	Favorable Satisfaction Rating 1998 2000		Mean Overall Satisfaction Rating (1 to 7 Scale) 1998 2000		Highest Leverage Arena	Second Highest Leverage Arena
Right-of-Way Grants	50.5%	52.0%	4.38	4.37	Regulations, Policies, and Guidance	Communicating and Collaborating with the Public
Grazing Permits	60.4%	57.9%	4.55	4.55	Regulations, Policies, and Guidance	Resource Management
Realty Management Proposals	51.7%	50.5%	4.30	4.28	Regulations, Policies, and Guidance	Resource Management
Oil and Gas Permit Applications	48.9%	54.1%	4.28	4.48	Regulations, Policies, and Guidance	Working with the Public on Land Use Planning
Recreational Permits	56.7%	70.3%	4.51	5.05	Recreation Resource Management	Processing of Permits

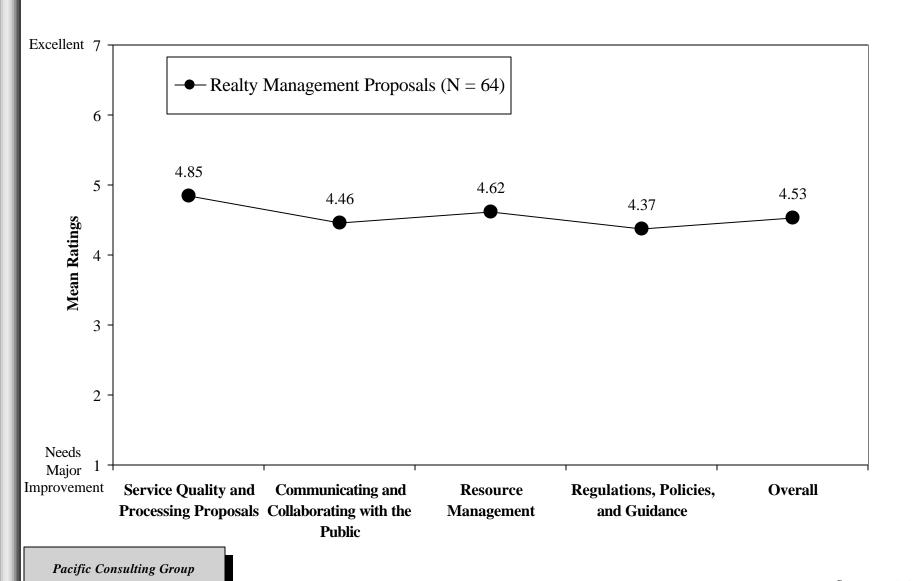
Satisfaction Ratings for *Alaska* Customers



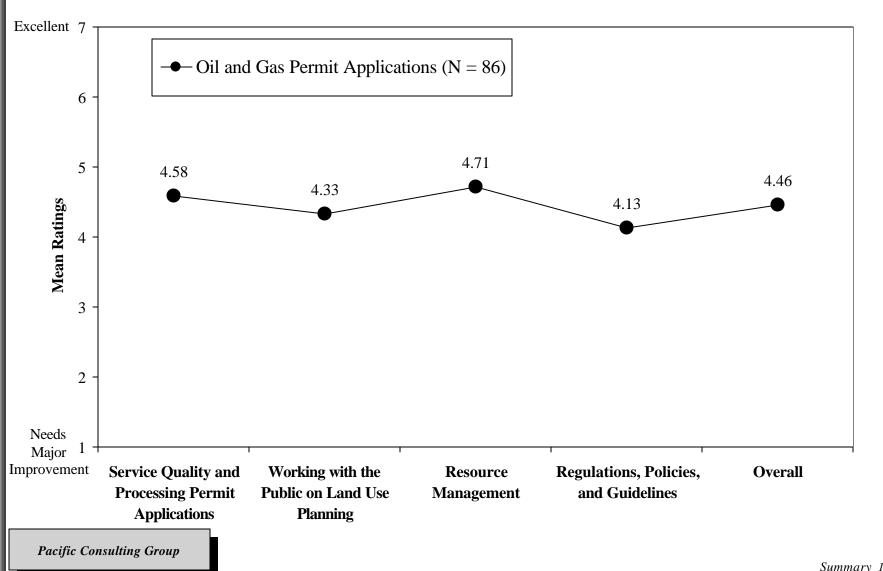
Satisfaction Ratings for Arizona Customers



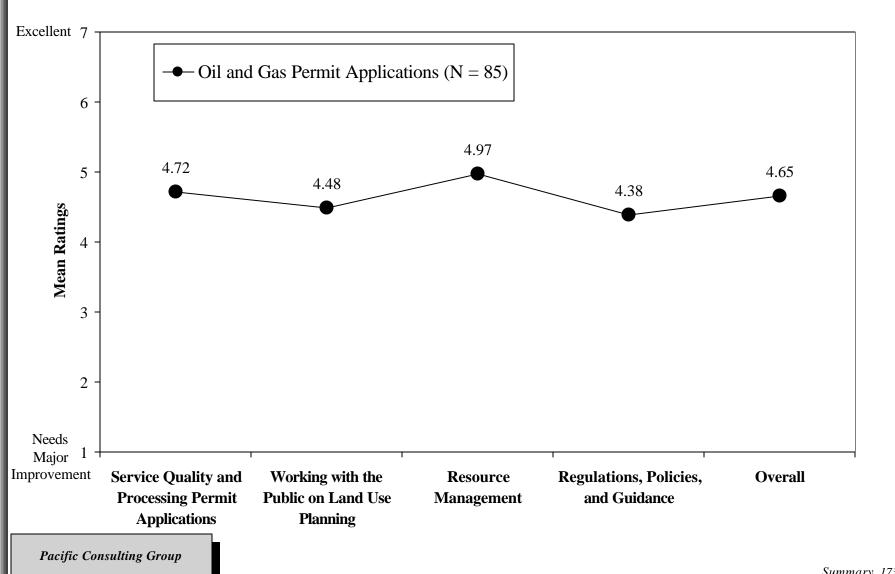
Satisfaction Ratings for California Customers



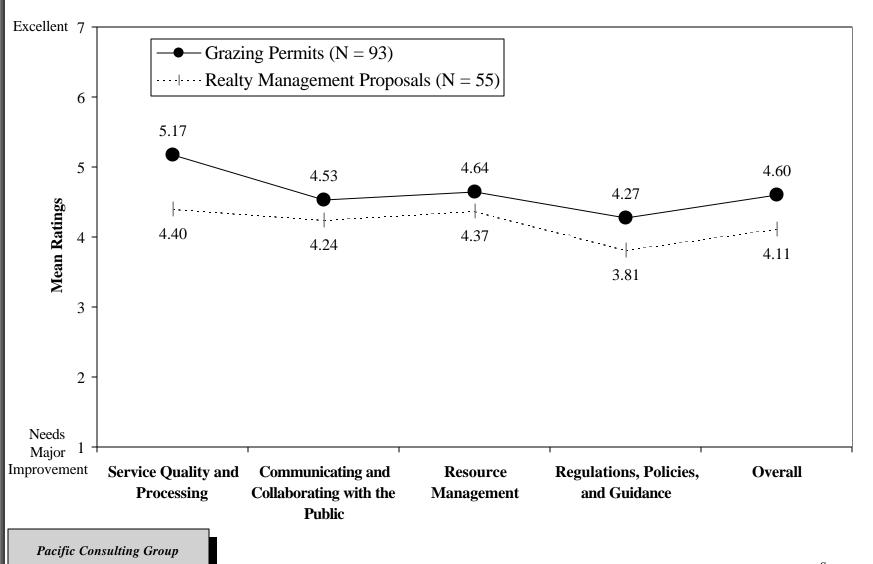
Satisfaction Ratings for Colorado Customers



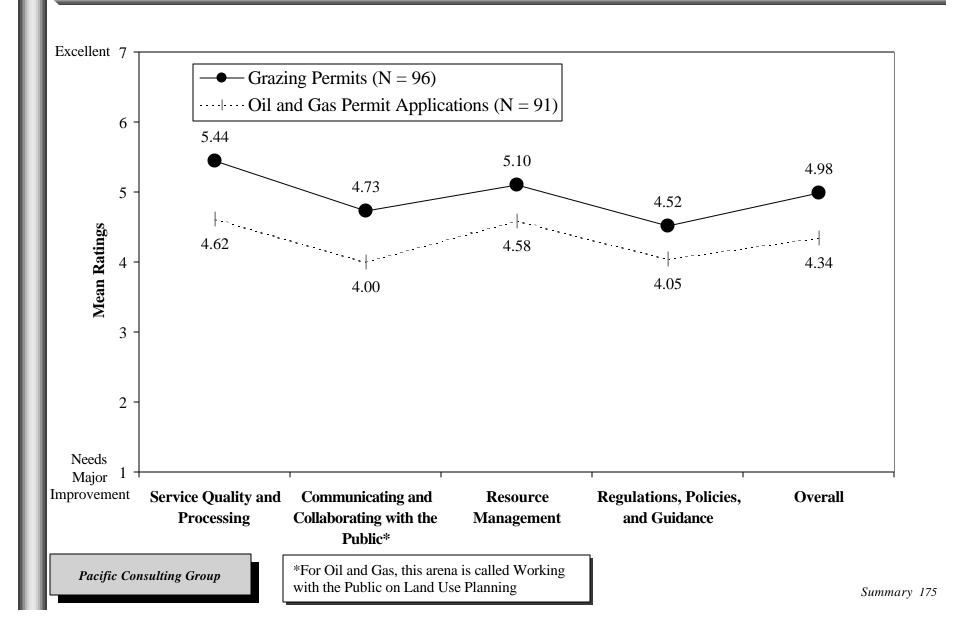
Satisfaction Ratings for Eastern States Customers



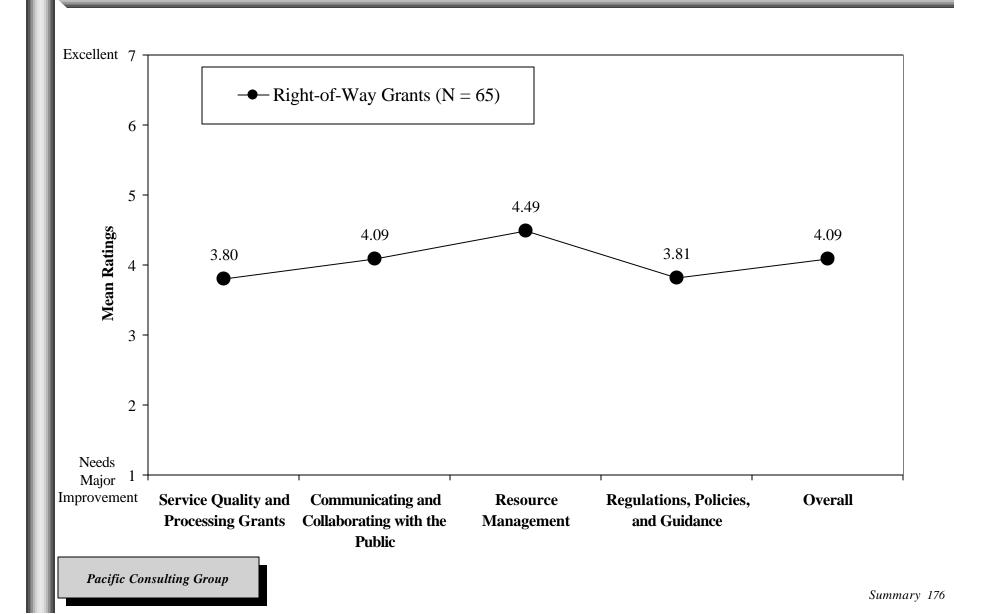
Satisfaction Ratings for *Idaho* Customers



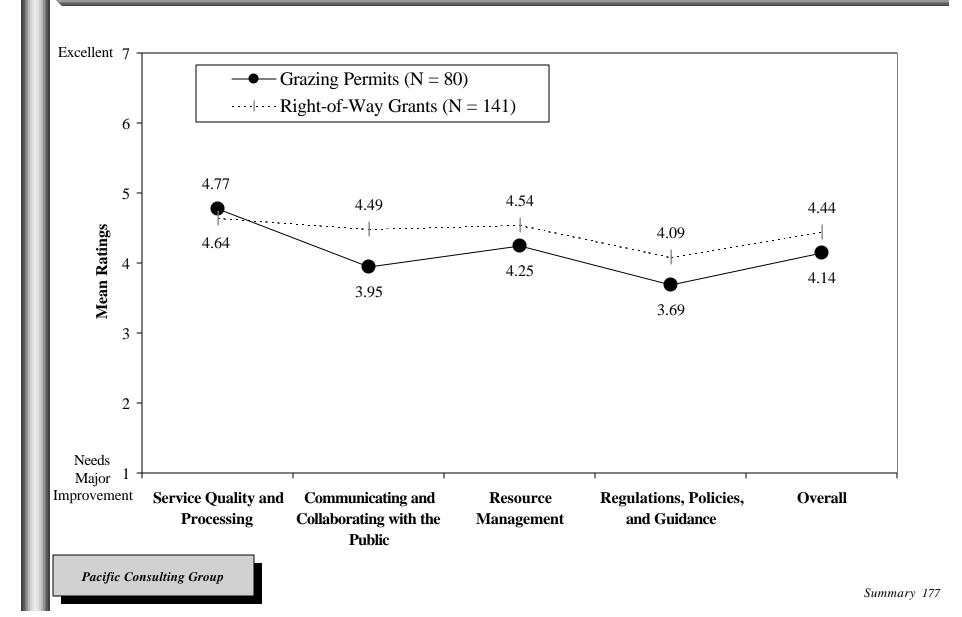
Satisfaction Ratings for Montana Customers



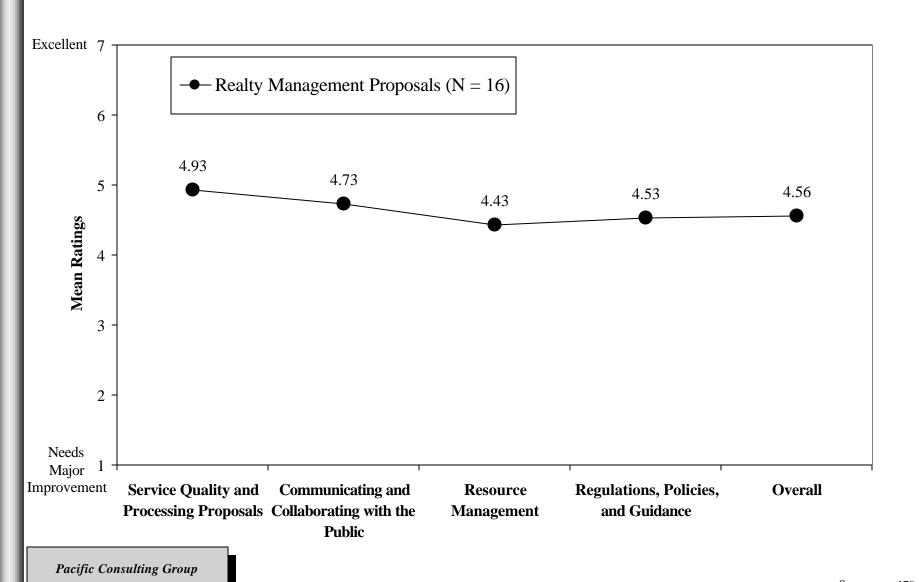
Satisfaction Ratings for Nevada Customers



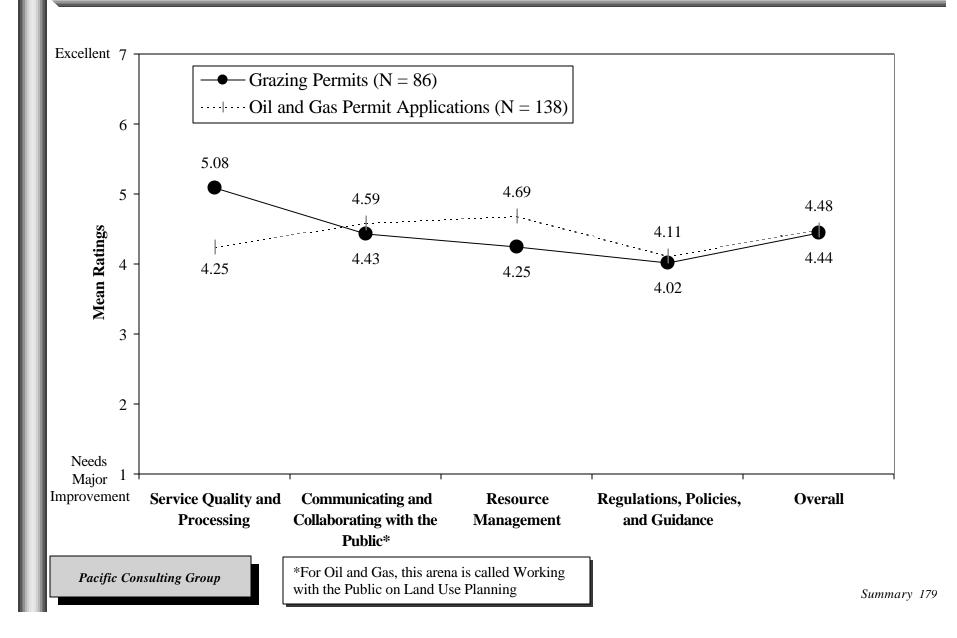
Satisfaction Ratings for New Mexico Customers



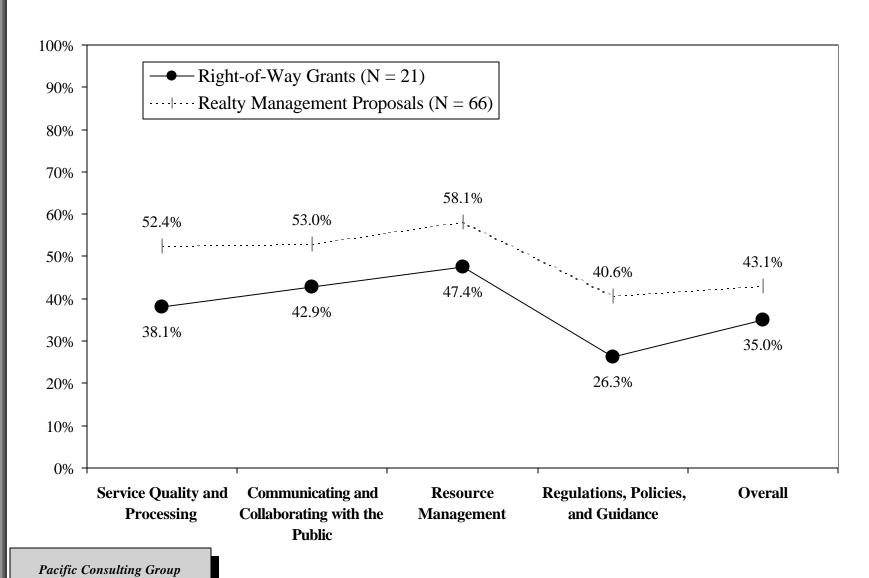
Satisfaction Ratings for *Oregon* Customers



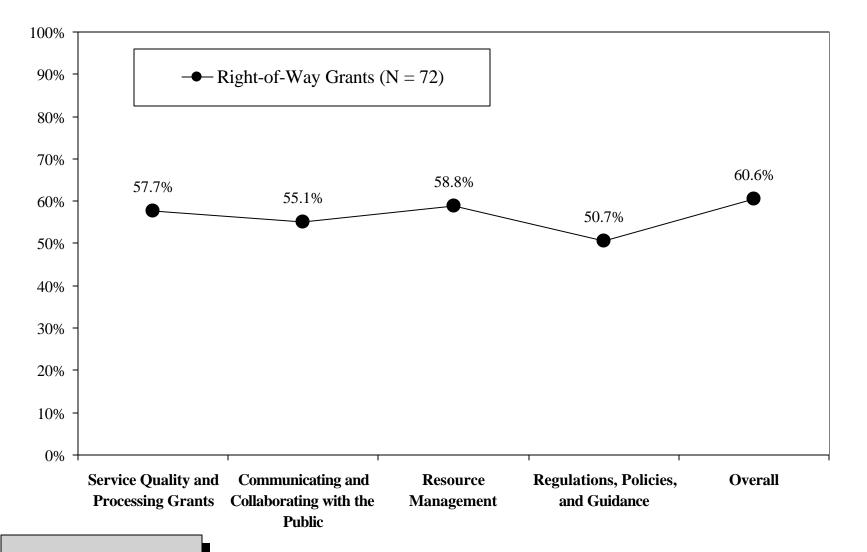
Satisfaction Ratings for Wyoming Customers



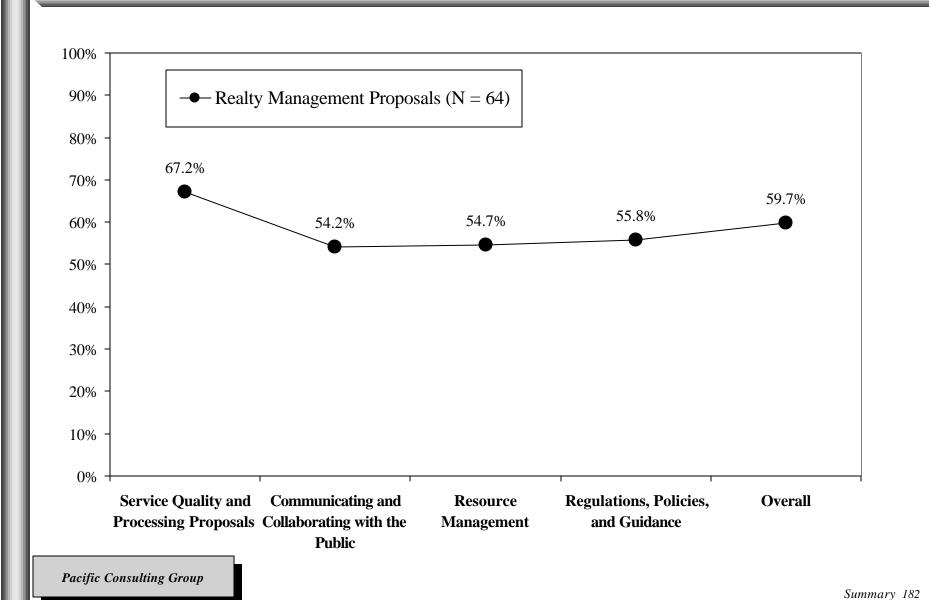
Percent Favorable Satisfaction Ratings for *Alaska* Customers



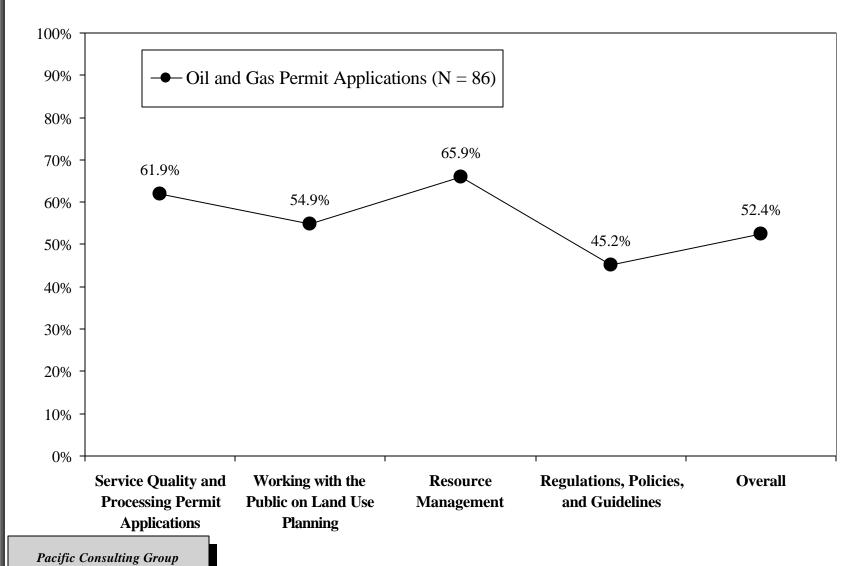
Percent Favorable Satisfaction Ratings for *Arizona* Customers



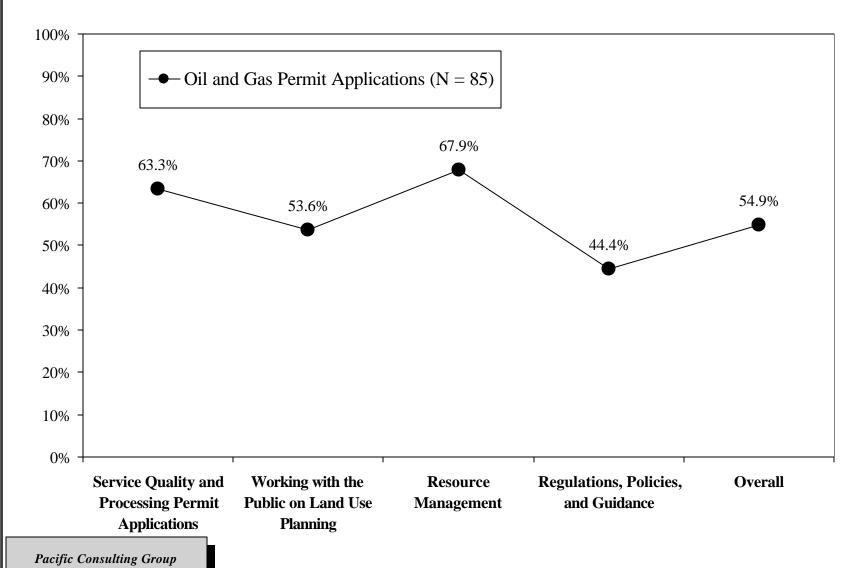
Percent Favorable Satisfaction Ratings for California Customers



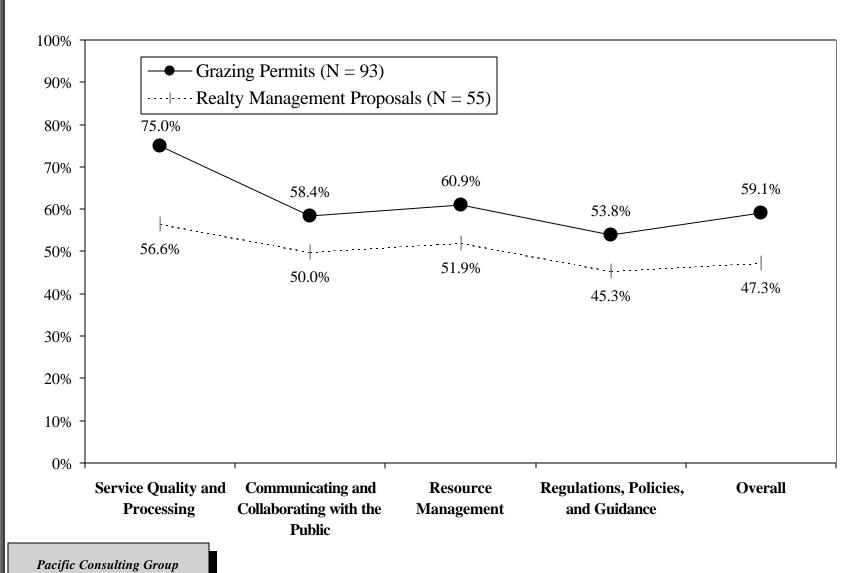
Percent Favorable Satisfaction Ratings for Colorado Customers



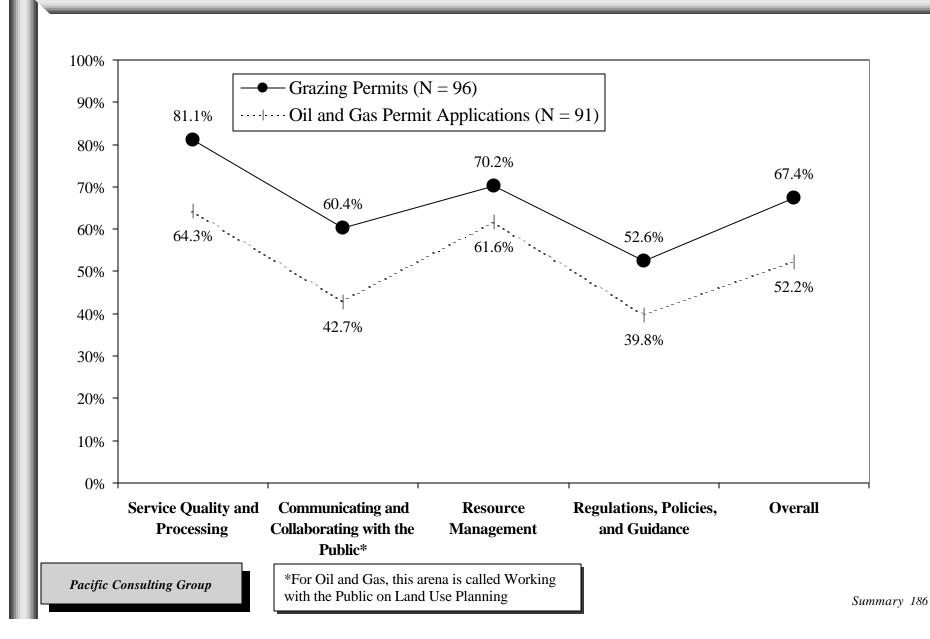
Percent Favorable Satisfaction Ratings for Eastern States Customers



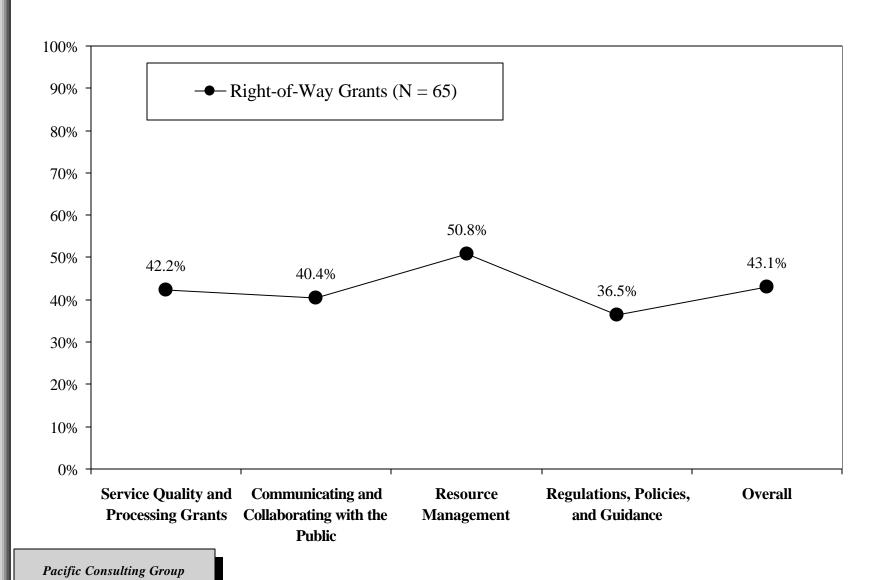
Percent Favorable Satisfaction Ratings for *Idaho* Customers



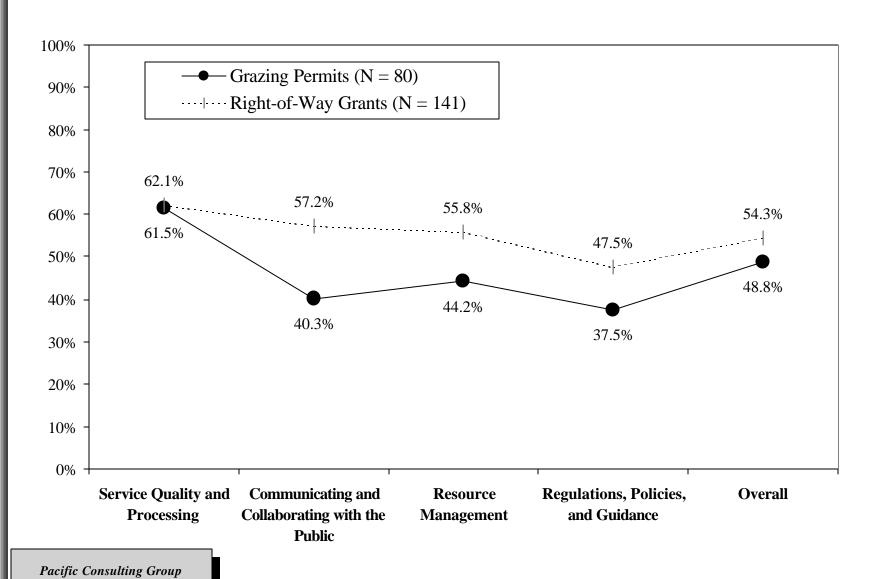
Percent Favorable Satisfaction Ratings for *Montana* Customers



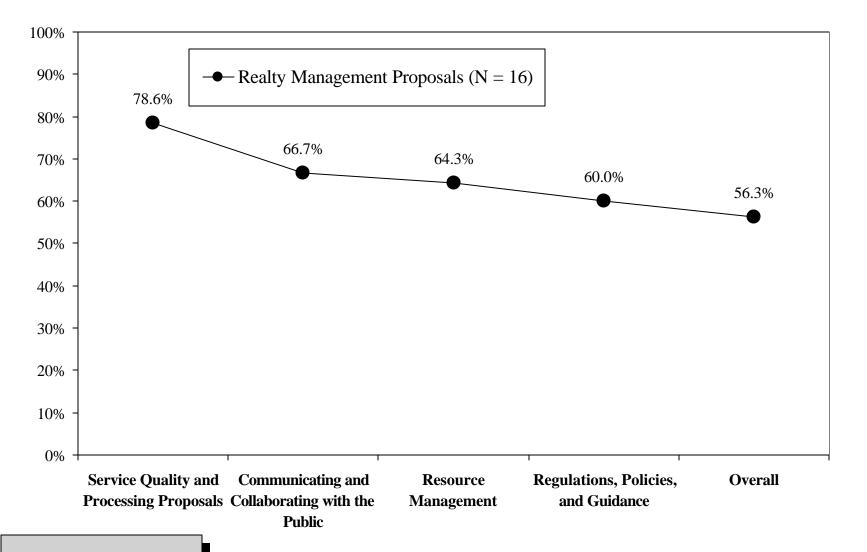
Percent Favorable Satisfaction Ratings for Nevada Customers



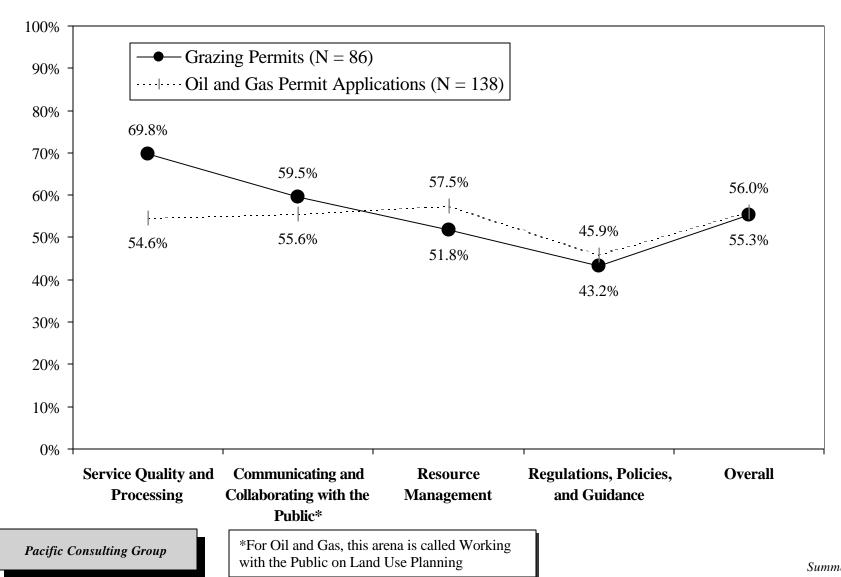
Percent Favorable Satisfaction Ratings for New Mexico Customers



Percent Favorable Satisfaction Ratings for *Oregon* Customers

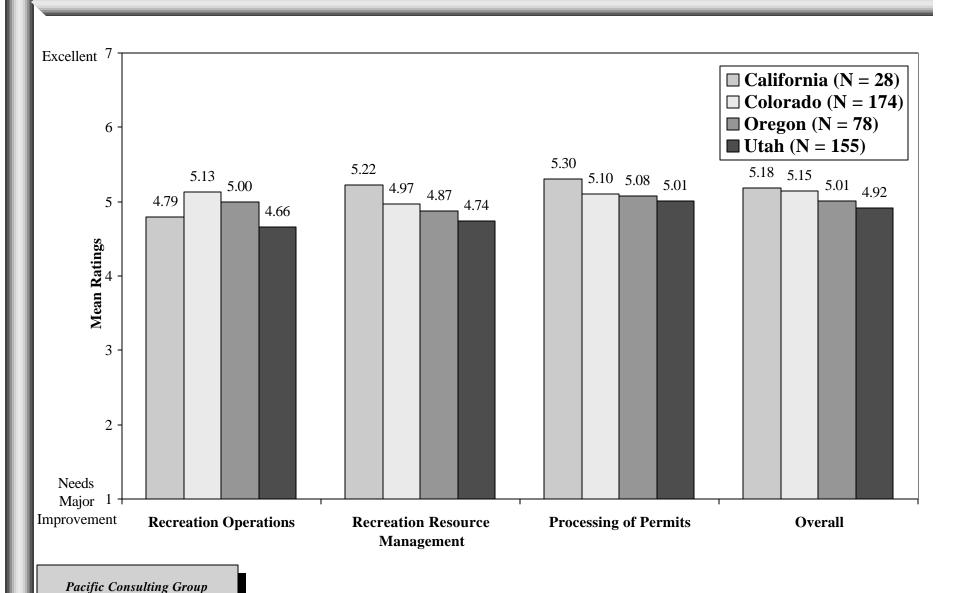


Percent Favorable Satisfaction Ratings for Wyoming Customers

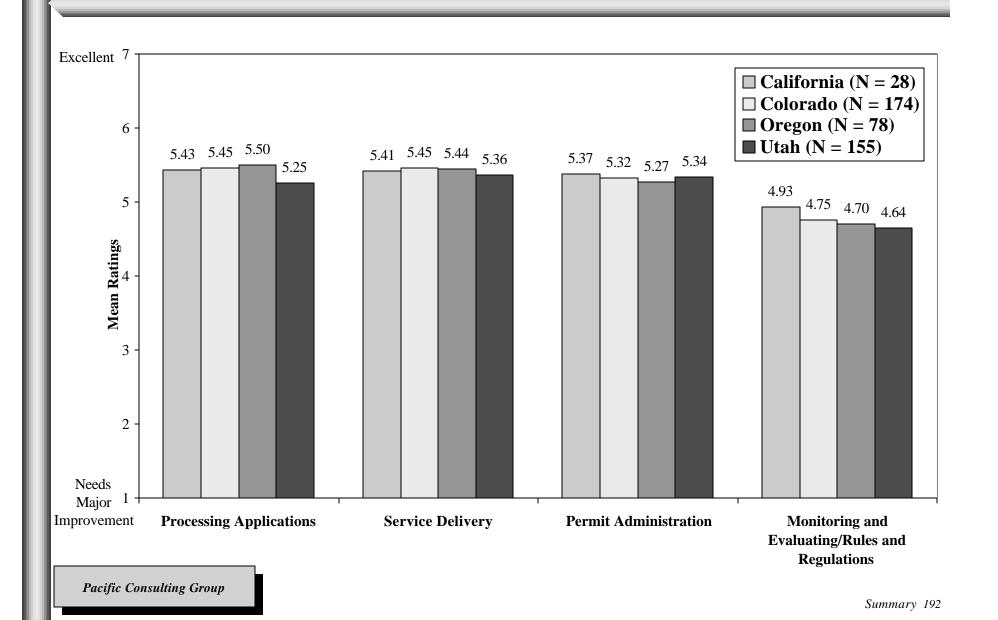


Summary 190

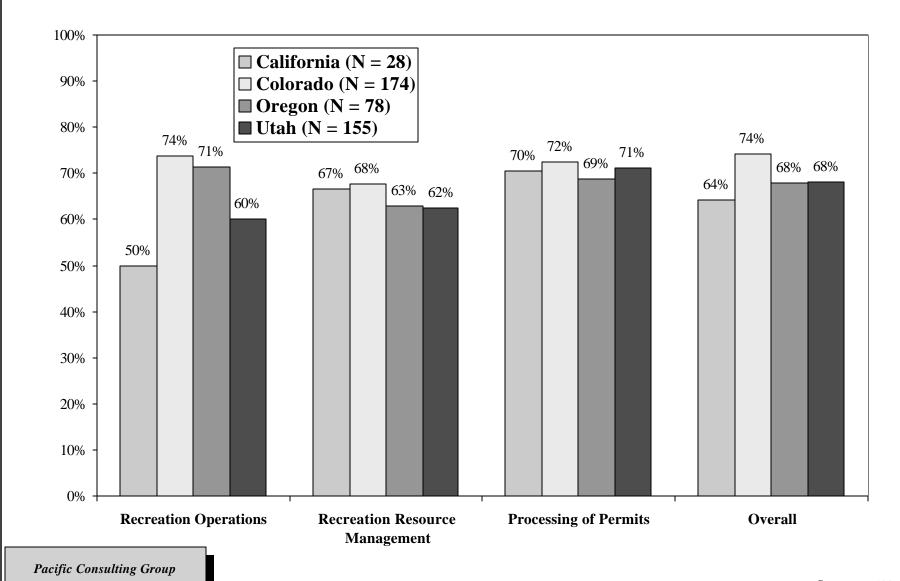
Satisfaction Ratings by State for Recreational Permits



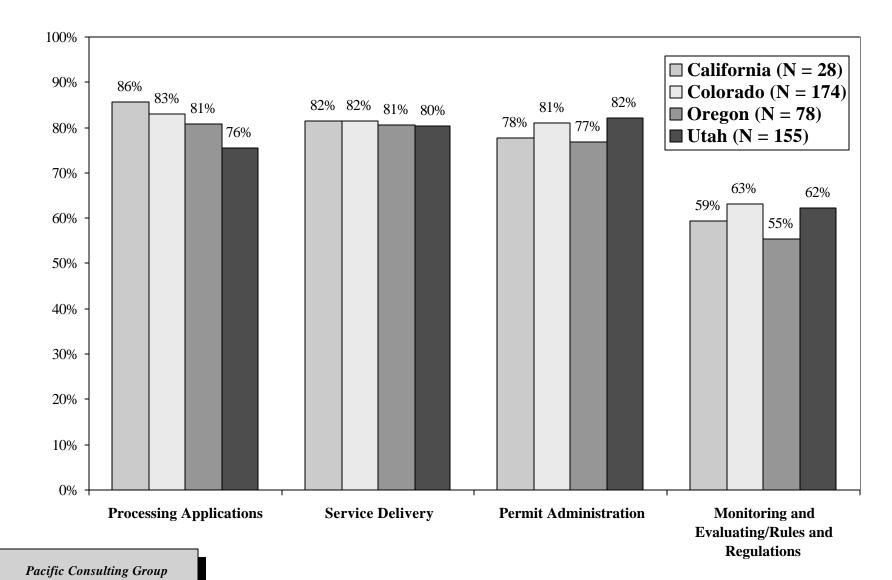
Satisfaction Ratings by State for Recreational Permits



Percent Favorable Satisfaction Ratings by State for Recreational Permits



Percent Favorable Satisfaction Ratings by State for Recreational Permits



Appendix A: Use Authorization Questionnaire

Schulman, Ronca & Bucuvalas, Inc. Project No. 9144 145 E. 32nd St. June 26, 2000 New York, NY 10016 OMB No. 1004-0181 Expiration Date: 9/30/2001 SAMPLE FILE NO. _____ CATI ID NO. _____ Interviewer: _____ Date: _____ Telephone Number: Sample read in: RESPONDENT NAME RESPONDENT TITLE RESPONDENT ADDRESS RESPONDENT TELEPHONE NUMBER **READ IN:** S.1 CUSTOMER TYPE: RIGHTS-OF-WAY.....1 GRAZING......2 REALTY MANAGEMENT.....3 OIL & GAS.....4 RECREATIONAL PERMITS......5 S.2 RESPONDENT NAME PROVIDED Yes.....1 No.....2 INTRODUCTION calling from the National Opinion Research firm of SRBI. I am calling for the Bureau of Land Management Hello, I'm of the U.S. Department of Interior. [If the respondent wants confirmation that this is a valid survey say "I can give you the name and telephone number of the BLM employee who authorized this survey. His name is Andrew Goldsmith at 202-452-5169."] [If the respondents says that they have recently answered this survey (duplicate somehow), then say "Sorry to have bothered you and thank

SKIP TO RESPONDENT INTRODUCTION

CONFIRM TELEPHONE NUMBER, GO TO A.2A

SCHEDULE CALLBACK

you for your previous support." TERMINATE CALL.]

A.1 May I speak to (**RESPONDENT NAME/TITLE**)

Yes.....1

Not available now......2

No such person.....3

[CONDITIONAL: IF S.2=1, THEN ASK A.1; IF S.2=2 THEN SKIP TO A.2A]

CONDITION	AL: IF S.1=1, 2 OR 3 THEN ASK A.2A IF S.1=4, THEN ASK A.2B IF S.1=5, THEN ASK A.2C
A.2A I need	to speak to the person there who is the most familiar with the Bureau of Land Management. Who would that be? RECORD FULL NAME (Vol.) Don't know/Refused SKIP TO A.4
	o speak to the person there who is the most familiar with the Bureau of Land Management Oil and Gas leases and operations yould that be?
	(Vol.) Don't know/Refused RECORD FULL NAME SKIP TO A.4
	to speak to the person there who handles the commercial recreational permits and has had contact with Bureau of Landgement during the permit application process. Who would that be? RECORD FULL NAME
	(Vol.) Don't know/Refused SKIP TO A.4
TE ASKED O	N A.2C, WE ONLY WANT THE PERSON IF THEY HAVE A <u>COMMERCIAL</u> RECREATIONAL PERMIT]
	Could you please connect me to him/her?
	Yes
A.4	Can you give me the name and number of the department that works most closely with BLM?
	RECORD DEPARTMENT NAME AND NUMBER (Vol.) Don't know TERMINATE AS COULDN'T LOCATE
RESPONDEN	T INTRODUCTION
Department of of services BL	of the National Opinion Research Firm of SRBI. I'm calling on behalf of the Bureau of Land Management of the U.S. Interior. The BLM is conducting these surveys in order to provide the Bureau with customer feedback regarding the quality M is providing. Also, these surveys tie directly back to the Bureau's strategic plan and budgeting process. The survey will at 12 minutes to complete, and your answers are completely confidential.
A.5 Could we	begin now?
	Yes

IF CONCERNED ABOUT CONFIDENTIALITY, READ: BLM has asked SRBI to administer the survey in order to keep your answers completely confidential. SRBI will not reveal the names of survey respondents to BLM.

You should know that the Office of Management and Budget (OMB) has approved the collection of this information. The OMB control number is 1004-0181 and the approval expires September 30, 2001. Your involvement is voluntary and you do not have to respond to any of these questions.

	•	ment about this survey or confirm that this is a valid collection, I can give you the name and telephone who authorized the survey. Would like that name and telephone number?
	Yes1 No2	READ NAME/NUMBER SKIP TO A.7A
	[IF THEY ASK FOR NAM	IE, READ: His name is Andrew Goldsmith at (202) 452-5169]
A.7a	In what State office do you [ENTER STATE]	come in contact with BLM most often?
A.7 b	In what Field Office, or Cer [ENTER ONE]	nter do you come in contact with BLM most often when requesting your [GRANT/PERMIT]?
	DUMMY IF S.1=1 THEN A.7B = "G! IF S.1=2 THEN A.7B = "PF	

CONDITIONAL:

IF RIGHT-OF-WAY (S.1=1) GO TO B.1
IF GRAZING (S.1=2) SKIP TO C.1
IF REALTY MANAGEMENT (S.1=3) SKIP TO D.1
IF OIL & GAS (S.1=4) SKIP TO E.1
IF RECREATIONAL PERMITS (S.1=5) SKIP TO F.1

[CONDITIONAL: ASK B.1 THRU B.15 IF S.1=1 "RIGHTS-OF-WAY"]

In an effort to improve customer service, the Bureau of Land Management is asking its customer to answer a series of questions about your experience of obtaining a right-of-way grant from BLM.

B.1 First, are you a Communication Site or Linear Right-of-Way customer?

Communication1	
Linear	2
Both3	
Don't know	4
Refused5	

IF ASKED, READ:

"LINEAR CUSTOMER" refers to customers requesting Rights-of-Way along BLM lands for purposes such as roads, water, gas pipe lines, and power cables.

"NON LINEAR CUSTOMER" refers to non-communication items (e.g. reservoirs)

IF ASKED, READ:

"COMMUNICATION CUSTOMER" refers to customers requesting communication equipment on land, such as microwave, radio towers, or satellite dishes on hills.

Service Quality and Processing Permits/Applications/Grants/Proposals.

B.2 How well would you rate BLM on the following aspects of service quality and processing grants on a scale of 1 to 7, where 1 means they need major improvement and a 7 means they are excellent -- where would you rate BLM on . . .?

	Im	eeds Majo provemen					Exce	ellent
a.	Processing minor category Rights-of-way applications in a timely manner. [NOTE: "MINOR CATEGORY" REFERS TO APPLICATION FILINGS WITH PROCESSING COST OF LESS THAN \$5,000.]	1	2	3	4	5	6	7
b.	Delegating sufficient authority to local employees to make decisions.	1	2	3	4	5	6	7
c.	Informing you of issues, terms, and conditions pertaining to the grants being processed.	1	2	3	4	5	6	7
d.	Having consistent procedures and guidance between field offices.	1	2	3	4	5	6	7
e.	Having personnel who reflect a positive attitude.	1	2	3	4	5	6	7
f.	Providing assistance when needed to complete a permit or application.	1	2	3	4	5	6	7
g.	Explaining the terms and conditions of the permit.	1	2	3	4	5	6	7
h.	Providing products and services via Internet and electronically.	1	2	3	4	5	6	7
i.	Responding to your information requests.	1	2	3	4	5	6	7
[CONDIT	IONAL: ASK "J" ONLY IF B.1 = "COMMUNICATION" OR "BOTH"]							
j.	Processing the communication site application with mutually agreed upon time fr	ames. 1	2	3	4	5	6	7
k.	Everything considered, how do you rate BLM's processing of permits and applications?	1	2	3	4	5	6	7

Communicating and Collaborating with the Public

B.3 How well would you rate BLM on the following aspects of communicating and collaborating with the public -- on a scale of 1 to 7, where 1 means they need major improvement and a 7 means they are excellent, where would you rate BLM on . . . ?

		· ·	Needs Major Improvement					Excellent				
[ROTATE	TTEMS A-H]											
a.	Bringing people together to consider economic and social issues	1	2	3	4	5	6	7				
	in making land management decisions.											
b.	Informing the public about Rights-of-Way management issues and decisions.	1	2	3	4	5	6	7				
c.	Providing opportunities to participate in land use planning.	1	2	3	4	5	6	7				
d.	Providing opportunities to participate in environmental analyses.	1	2	3	4	5	6	7				
e.	Working with other federal and state agencies and organizations.	1	2	3	4	5	6	7				
f.	Taking initiative on issues affecting land management agencies.	1	2	3	4	5	6	7				
g.	Maintaining good communication and coordination within BLM.	1	2	3	4	5	6	7				
h.	Having a visible presence in the field and/or community.	1	2	3	4	5	6	7				
i.	Everything considered, how do you rate BLM's communication with the public?	1	2	3	4	5	6	7				

Resource Management.

B.4 How well would you rate BLM on the following aspects of resource management -- on a scale of 1 to 7, where 1 means they need major improvement and a 7 means they are excellent, where would you rate BLM on ...?

		Needs Majo	or					
		Improvem	ent			Ex	celle	nt
[ROTATI	E ITEMS A-D]	_						
a.	Balancing the multiple uses of public lands.	1	2	3	4	5	6	7
b.	Protecting the natural and cultural resources on public lands.	1	2	3	4	5	6	7
c.	Managing permitted operations on public lands.	1	2	3	4	5	6	7
d.	Considering the social and economic effects of land management	1	2	3	4	5	6	7
	decisions on industries, communities, and individuals.							
e.	Everything considered, how do you rate BLM's resource management?	1	2	3	4	5	6	7

Regulations, Policies, and Guidance

B.5 How well would you rate BLM on the following aspects of regulations, policies, and guidance -- on a scale of 1 to 7, where 1 means they need major improvement and a 7 means they are excellent, where would you rate BLM on . . .?

		Needs Majo	r					
		Needs Major Improvement 1 2 3 1 2 3 1 2 3 1 2 3 1 2 3 H''] 1 2 3 1 2 3			Exc	celle	nt	
[ROTATE	CITEMS A-F]							
a.	Having clear, understandable, and reasonable	1	2	3	4	5	6	7
	regulations, policies, and guidance.							
b.	Enforcing regulations and policies fairly, consistently, and equitably.	1	2	3	4	5	6	7
c.	Interpreting regulations consistently.	1	2	3	4	5	6	7
d.	Involving you in the development of regulations, policies, and guidance.	1	2	3	4	5	6	7
[CONDIT	IONAL: ASK "E" AND "F" ONLY IF B.1 = "COMMUNICATION" OR "BOT	H'']						
e.	Explaining the communication site regulations and fees.	1	2	3	4	5	6	7
f.	Explaining the fee calculation.	1	2	3	4	5	6	7
g.	Everything considered, how do you rate BLM's regulations, policies, and guidance?	1	2	3	4	5	6	7

B.6 Considering all the factors listed above (service quality and permit/application processing; communicating and collaborating with the public; resource management; and regulations, policies, and guidance), how do you rate BLM's performance?

Needs Major Improvement Excellent

1 2 3 4 5 6 7

B.7 If you could make one change that would improve BLM's performance, what would that be?

[CONDITIONAL: ASK B.8 AND B.9 ONLY IF B.1="COMMUNICATION" OR "BOTH"; ELSE SKIP TO B.10]

B.8	Was your telephone or written request answered in five (5) business days?
	Yes1 No2
B.9	Was your cost recovery category "one" through "four" (I-IV) application processed within 60 days from when it was submitted or were you provided a reasonable target date?
	Yes1 No2
[IF A	SKED IN B.9, READ: COST RECOVERY REFERS TO HOW MUCH A CUSTOMER HAS TO PAY BLM]
[CON B.10	NDITIONAL: ASK B.10 THROUGH B.15 ONLY IF B.1="LINEAR" OR "BOTH"; ELSE CONCLUDE] Was the Right of Way you have or applied for in an existing Right-of-Way corridor?
	Yes1 No2 SKIP TO B.12
B.11	If yes, did you receive expedited processing?
	Yes1 No2
B.12	Were any of the following options offered when making your application for a Right-of-Way [READ]
	a. Ability to FAX application
	Yes1
	No2
	b. Pay fees with Credit Card
	Yes1
	No2
В.13	Was your telephone or written request answered in five (5) business days?
	Yes1 No2
B.14	Was your FLPMA cost recovery category I-IV or MLA category I-V application processed within 60 days from when it was submitted or were you provided with reasonable target date?
	Yes1 No2
B.15	Were you provided with a customer comment card during the application process?
	Yes1 No2

[CONDITIONAL: ASK C.1 THRU C.11 IF S.1=2 "GRAZING"]

Service Quality and Processing Permits/Applications/Grants/Proposals.

C.1 In an effort to improve customer service, the Bureau of Land Management is asking its customers to answer a series of questions about your experience of obtaining a grazing permit or lease. How well would you rate BLM on the following aspects of service quality and processing Grazing Permits on a scale of 1 to 7, where 1 means they need major improvement and a 7 means they are excellent, where would you rate BLM on . . .?

			Needs Major Improvement					ellent
[ROTATI	E ITEMS A-K]							
a.	Processing Grazing Permits in a timely manner.	1	2	3	4	5	6	7
b.	Delegating sufficient authority to local employees to make decisions.	1	2	3	4	5	6	7
c.	Informing you of issues, terms, and conditions pertaining to permits being processed.	1	2	3	4	5	6	7
d.	Having consistent procedures and guidance between field offices.	1	2	3	4	5	6	7
e.	Providing products and services via Internet and electronically.	1	2	3	4	5	6	7
f.	Responding to your questions and/or requests for information.	1	2	3	4	5	6	7
g.	Providing clear and understandable leases and permits.	1	2	3	4	5	6	7
h.	Providing reasonable presence in the field to administer the leases and permits.	1	2	3	4	5	6	7
i.	Understanding livestock operations and resource issues sufficient to administer the leases and permits [NOTE: REFERS TO EMPLOYEES OF BLM FIELD OFFICES]	1	2	3	4	5	6	7
j.	Providing assistance when needed to complete applications.	1	2	3	4	5	6	7
k.	Explaining the terms and conditions of the permit.	1	2	3	4	5	6	7
l.	Based on the previous set of questions, how do you rate BLM's service quality and processing permits?	1	2	3	4	5	6	7

Communicating and Collaborating with the Public

C.2 How well would you rate BLM on the following aspects of communicating and collaborating with the public -- on a scale of 1 to 7, where 1 means they need major improvement and a 7 means they are excellent, where would you rate BLM on . . . ?

		Needs Major Improvement				Excellent				
[ROTATE	CITEMS A-H]									
a.	Bringing people together to consider economic and social issues	1	2	3	4	5	6	7		
	in making land management decisions.									
b.	Informing the public about land management issues and decisions.	1	2	3	4	5	6	7		
c.	Providing opportunities to participate in land use planning.	1	2	3	4	5	6	7		
d.	Providing opportunities to participate in environmental analyses.	1	2	3	4	5	6	7		
e.	Working with other federal and state agencies and organizations.	1	2	3	4	5	6	7		
f.	Maintaining good communication and coordination within BLM.	1	2	3	4	5	6	7		
g.	Having a visible presence in the field and/or in the community.	1	2	3	4	5	6	7		
h.	Educating the public about how to use the land.	1	2	3	4	5	6	7		
i.	Based on the previous set of questions, how do you rate BLM's communication with the public?	1	2	3	4	5	6	7		

Resource Management.

C.3 How well would you rate BLM on the following aspects of resource management -- on a scale of 1 to 7, where 1 means they need major improvement and a 7 means they are excellent, where would you rate BLM on . . . ?

		Needs Major Improvement					Excellent				
[ROTATE	ETTEMS A-H]										
a.	Balancing the multiple uses of public lands.	1	2	3	4	5	6	7			
b.	Maintaining the lands in healthy condition.	1	2	3	4	5	6	7			
c.	Protecting the natural and cultural resources on public lands.	1	2	3	4	5	6	7			
d.	Considering the social and economic effects of land management	1	2	3	4	5	6	7			
	decisions on industries, communities, and individuals.										
e.	Managing permitted operations on public lands.	1	2	3	4	5	6	7			
f.	Managing RIPARIAN and wetland areas.	1	2	3	4	5	6	7			
[IF	ASKED, "RIPARIAN" Refers To The Ecosystem Surrounding Waterways, Incl	uding The	Rive	ers A	and S	Strea	ms]				
g.	Controlling weed infestation.	1	2	3	4	5	6	7			
h.	How well do you feel the BLM works in a collaborative process with you as a rancher to balance the use of the land?	1	2	3	4	5	6	7			
i.	Based on the previous set of questions, how do you rate BLM's resource management?	1	2	3	4	5	6	7			

Regulations, Policies, and Guidance

C.4 How well would you rate BLM on the following aspects of regulations, policies, and guidance? On a scale of 1 to 7, where 1 means they need major improvement and a 7 means they are excellent, where would you rate BLM on ...?

			Needs Major Improvement				Excellent				
[ROTATI	[ROTATE ITEMS A-E]										
a.	Having clear, understandable, and reasonable	1	2	3	4	5	6	7			
	regulations, policies, and guidance.										
b.	Enforcing regulations and policies fairly, consistently, and equitably.	1	2	3	4	5	6	7			
c.	Interpreting regulations consistently.	1	2	3	4	5	6	7			
d.	Involving you in the development of regulations, policies, and guidance.	1	2	3	4	5	6	7			
e.	Implementing guidelines for livestock grazing.	1	2	3	4	5	6	7			
f.	Based on the previous set of questions, how do you rate BLM's regulations, policies, and guidance?	1	2	3	4	5	6	7			

C.5		ng with the		_	-		sing; communicating and e), how do you rate BLM's	
	eeds Major nprovement 1	2	3	4	5	6	Excellent 7	
C.6	If you could	make one o	change that woul	d improve BLM's	s performance, wh	nat would that be?		
C.7	-		the BLM making		range improveme	ent applications an	d permits available and p	rocess
	Yes	1		,				
C.8	Do you hold	a grazing p	ermit or lease fro	om more than one	BLM field office?			
	Yes							
C.9	Does your Bl	LM grazing	permit(s) or leas	se(s) allow you to	graze on:			
	Two all Three a	otments						
C.10	Is the total p	ublic land a	acreage in all of t	the allotments you	ı graze:			
	10,000-4 50,000-1 100,000 500,000	an 10,000 49,999 99,999 -499,999 -1,000,000	2 3 4 5					
C.11	Do you have	e a Forest Se	ervice grazing pe	ermit?				
	Yes	1						

THANK YOU FOR YOUR HELP. THAT COMPLETES THE INTERVIEW!

[CONDITIONAL: ASK D.1 THRU D.7 IF S.1=3 "REALTY MANAGEMENT"]

[READ]: In an effort to improve customer service, the Bureau of Land Management is asking its customer to answer a series of questions about your experience regarding REALTY MANAGEMENT activities. Realty Management includes - LAND EXCHANGES, LAND SALES, AND ALL OTHER DISPOSALS AND CONVEYANCES OF LAND IN SUPPORT OF LOCAL COMMUNITIES AND STATE ECONOMIC NEEDS, OR LAND AND RESOURCE PROTECTION.

D.1 Which of the following types of transactions did you <u>primarily</u> conduct with BLM during the past two years? **[READ EACH ONE, CHECK ONLY ONE].**

Land Exchanges1	
Agricultural Entries	2
Airport Conveyances3	
State Indemnity Selections	4
Land Sales5	
Acquisition of Non-Federal Lands	6
Recreation & Public Purpose Disposals7	
Other Conveyances	8

TACK-UP

[IF ASKED, READ]: "Land Exchanges" refer to a conveyance of lands or interest therein between the United States and other involved parties. Such conveyance may occur in single or multiple transactions. The transactions may be simultaneous or non-simultaneous, may involve the use of a ledger or other account to maintain balances, and utilize competitive processes to determine the value of Federal land and interest.

[IF ASKED, READ]: "Agricultural Entries" refer to the conveyance of public land through a settlement and occupation process authorized under the desert land, Indian allotment, Carey Act or other similar authority.

[IF ASKED, READ]: "Airport Conveyances" refer to the transfer of lands to local public agencies for airport use or improvement through Federal Aviation Administration.

[IF ASKED, READ]: "State Indemnity Selection Transfers" are public lands to States in lieu of land they would otherwise have received upon Statehood. Upon admission into the Union various states were granted sections of land to support public schools. (Generally sections 16 and 32 but Arizona, New Mexico, and Utah also got sections 2 and 32.) If for some reason these sections were already appropriated under another public land law then the State was entitled to select other lands as an indemnity.

[IF ASKED, READ]: "Land Sales" refer to the sale of public lands managed by the Bureau of Land Management authorized under the Federal Land Policy and Management Act or other specific authority.

[IF ASKED, READ]: "Acquisition of Non Federal Lands" refers to the acquisition of lands through purchase or donation. Does not include land exchange.

[IF ASKED, READ]: "Recreation and Public Purpose Disposals" refer to conveyances of public lands to States, local communities and nonprofit organizations for recreational or other public purposes. Examples of uses include schools, parks, recreation centers, historic monument, water treatment facilities, fire houses, and hospitals.

Service Quality and Processing/Applications/Proposals.

D.2 How well would you rate BLM on the following aspects of service quality and processing [TRANSACTION TYPE FROM D.1] On a scale of 1 to 7, where 1 means they need major improvement and a 7 means they are excellent, where would you rate BLM on ...?

		Needs Major Improvement					Excellent			
[RO	OTATE ITEMS A-I]									
a.	Processing realty management actions in a timely manner.	1	2	3	4	5	6	7		
b.	Delegating sufficient authority to local employees to make decisions.	1	2	3	4	5	6	7		
c.	Informing you of issues, processes, cost, time-frames, and other factors	1	2	3	4	5	6	7		
	pertaining to realty management actions.									
d.	Having consistent procedures and guidance between field offices.	1	2	3	4	5	6	7		
e.	Having personnel who reflect a positive and professional attitude.	1	2	3	4	5	6	7		
f.	Providing information about services via Internet and electronically.	1	2	3	4	5	6	7		
g.	Providing assistance when needed to complete applications.	1	2	3	4	5	6	7		
h.	Explaining the terms and conditions of the transaction.	1	2	3	4	5	6	7		
i.	Responding to your information requests.	1	2	3	4	5	6	7		
j.	Everything considered, how do you rate BLM's processing of realty management requests?	1	2	3	4	5	6	7		

Communicating and Collaborating with the Public.

D.3 How well would you rate BLM on the following aspects of communicating and collaborating with the public -- on a scale of 1 to 7, where 1 means they need major improvement and a 7 means they are excellent, where would you rate BLM on . . . ?

		Needs Major Improvement						Excellent		
[ROTATE ITEMS A-J]										
a.	Bringing people together to consider economic and social issues	1	2	3	4	5	6	7		
	in making land management decisions.									
b.	Informing the public about land management issues and decisions.	1	2	3	4	5	6	7		
c.	Providing opportunities to participate in land use planning.	1	2	3	4	5	6	7		
d.	Providing opportunities to participate in environmental analyses.	1	2	3	4	5	6	7		
e.	Taking initiative on issues affecting land management agencies.	1	2	3	4	5	6	7		
f.	Working with other federal and state agencies and organizations.	1	2	3	4	5	6	7		
g.	Maintaining good communication and coordination within BLM.	1	2	3	4	5	6	7		
h.	Having a visible presence in the field and/or in the community.	1	2	3	4	5	6	7		
i.	Educating the public about how to use the land.	1	2	3	4	5	6	7		
j.	Bringing people together to offer an opinion and participate in	1	2	3	4	5	6	7		
-	consideration of a specific realty management proposal.									
k.	Everything considered, how do you rate BLM's communication with the public?	1	2	3	4	5	6	7		

Resource Management.

D.4 How well would you rate BLM on the following aspects of resource management -- on a scale of 1 to 7, where 1 means they need major improvement and a 7 means they are excellent, where would you rate BLM on . . . ?

		Needs Ma Improven	Excellent					
[ROTATE	E ITEMS A-E]							
a.	Balancing the multiple uses of public lands.	1	2	3	4	5	6	7
b.	Maintaining the lands in healthy condition.	1	2	3	4	5	6	7
c.	Protecting the natural and cultural resources on public lands.	1	2	3	4	5	6	7
d.	Considering the social and economic effects of land management	1	2	3	4	5	6	7
	decisions on industries, communities, and individuals.							
e.			2	3	4	5	6	7

[IF ASKED, "RIPARIAN" Refers To The Ecosystem Surrounding Waterways, Including The Rivers And Streams]

f. Everything considered, how do you rate BLM's resource management? 1 2 3 4 5 6

Regulations, Policies, and Guidance.

D.5 How well would you rate BLM on the following aspects of regulations, policies, and guidance on a scale of 1 to 7, where 1 means they need major improvement and a 7 means they are excellent, where would you rate BLM on . . . ?

7

		Needs Major Improvement			Excellent			
[RO	OTATE ITEMS A-G]							
a.	Having clear, understandable, and reasonable	1	2	3	4	5	6	7
	regulations, policies, and guidance.							
b.	Enforcing regulations and policies fairly, consistently, and equitably.	1	2	3	4	5	6	7
c.	Interpreting regulations consistently.	1	2	3	4	5	6	7
d.	Involving you in the development of regulations, policies, and	1	2	3	4	5	6	7
	guidance.							
e.	Improving guidelines and procedures for land exchanges	1	2	3	4	5	6	7
	and other realty management actions.							
f.	Explaining the need for realty management.	1	2	3	4	5	6	7
g.	Explaining land appraisal and valuation.	1	2	3	4	5	6	7
h.	Everything considered, how do you rate BLM's regulations, policies, and guidance?	1	2	3	4	5	6	7

D.6 Considering all the factors listed above (service quality and case processing; communicating and collaborating with the public; resource management; and regulations, policies, and guidance), how do you rate BLM's performance?

Needs Major Improvement						Excellent
1	2	3	4	5	6	7

D.7 If you could make one change that would improve BLM's performance, what would that be?

[CONDITIONAL: ASK E.1 THRU E.10 IF S.1=4 "OIL & GAS"]

E.1 Is your experience with BLM Oil and Gas permits related to:

Leasing1	SKIP TO E.3
Operations2	
Both3	

OIL & GAS TACK-UP

Lease: A contract in legal form that provides for the right to develop and produce oil and gas resources for a specific period of time under certain agreed upon terms and conditions.

Lessor: The one who issues or grants a lease. In the Federal context, this is the United States Government.

Lessee: The party who holds a lease. In the Federal context, the party who holds record title interest.

Operator: The party who has control or management of operations on a lease or portion thereof. The operator may be the lessee, or holder of rights acquired by an approved assignment of the operating rights (also known as working interest).

E.2 What type of Oil and Gas operations?

Federal	1
Indian	
Both	3

Service Quality and Processing Lease Offers/Applications for Permit to Drill/Other Oil and Gas Permits.

E.3 In an effort to improve customer service, the Bureau of Land Management is asking its customers to answer a series of questions about their experience of obtaining an Oil and Gas lease or approval for operational permits, such as an Application for Permit to Drill (APD) or other sundry notice.

How well would you rate BLM on the following aspects of service quality and processing applications and other permits -- on a scale of 1 to 7, where 1 means they need major improvement and a 7 means they are excellent, where would you rate BLM on?

]	Needs Major Improvement					Excellent				
[RO	OTATE ITEMS A-I]	_									
a.	Processing permit applications in a timely manner.	1	2	3	4	5	6	7			
b.	Delegating sufficient authority to local employees to make decisions.	1	2	3	4	5	6	7			
c.	Maintaining good communications during the leasing and approval process.	1	2	3	4	5	6	7			
d.	Having consistent procedures and guidance between BLM offices.	1	2	3	4	5	6	7			
e.	Having personnel who have a friendly, cooperative attitude.	1	2	3	4	5	6	7			
f.	Providing products and services via Internet and electronically.	1	2	3	4	5	6	7			
g.	Providing technical assistance when needed to complete offers or application	s. 1	2	3	4	5	6	7			
h.	Explaining the terms and conditions of your lease or permit.	1	2	3	4	5	6	7			
i.	Responding to your questions with up-to-date and accurate information.	1	2	3	4	5	6	7			
j.	Based on the previous questions, how do you rate BLM's processing of applications and other permits?	1	2	3	4	5	6	7			

Working with the Public on Land Use Planning.

E.4 How well would you rate BLM on the following aspects of working with the public on land use planning -- on a scale of 1 to 7, where 1 means they need major improvement and a 7 means they are excellent, where would you rate BLM on . . . ?

		Needs Majo	Needs Major						
		Improveme	Improvement			E	Excellent		
[ROTATE	C ITEMS A-H]								
a.	Taking into consideration the social and economic effects of land	1	2	3	4	5	6	7	
	management decisions on the oil and gas industry, local communities, and individuals.	1	2	3	4	5	6	7	
b.	Balancing the multiple uses of public lands in terms of local and national priorities.	1	2	3	4	5	6	7	
c.	Informing the public about land management issues and decisions.	1	2	3	4	5	6	7	
d.	Providing opportunities to participate in land use planning.	1	2	3	4	5	6	7	
e.	Providing opportunities to participate in environmental analyses.	1	2	3	4	5	6	7	
f.	Taking initiative on issues affecting other land management agencies.	1	2	3	4	5	6	7	
g.	Working with other federal and state agencies and organizations.	1	2	3	4	5	6	7	
h.	Keeping public lands available to the oil and gas industry.	1	2	3	4	5	6	7	
i.	Based on the previous questions, how do you rate BLM's communication with the public in making land use planning decisions?	1	2	3	4	5	6	7	

Resource Management.

E.5 How well would you rate BLM on the following aspects of resource management -- on a scale of 1 to 7, where 1 means they need major improvement and a 7 means they are excellent, where would you rate BLM on . . . ?

[NOTE: MANAGEMENT IS THE APPLICATION OF THE LAND USE PLANS]

		Needs Ma	jor						
		Improver	nent				Exc	ellent	
[ROTATI	E ITEMS A-D]								
a.	Maintaining the public lands in healthy condition.	1	2	3	4	5	6	7	
b.	Protecting the natural and cultural resources on public lands.	1	2	3	4	5	6	7	
c.	Supervising permitted operations on public lands.	1	2	3	4	5	6	7	
d.	Balancing conservation of the environment with applicants' needs.	1	2	3	4	5	6	7	
e.	Based on the previous questions, how do you rate BLM's resource management?	1	2	3	4	5	6	7	

Regulations, Policies, and Guidance.

E.6 How well would you rate BLM on the following aspects of regulations, policies, and guidance -- on a scale of 1 to 7, where 1 means they need major improvement and a 7 means they are excellent, where would you rate BLM on . . . ?

		Needs Ma	ajor					
		Improve	ment				Exc	ellent
[ROTATI	E ITEMS A-E]	_						
a.	Having reasonable regulations, policies, and guidance.	1	2	3	4	5	6	7
b.	Interpreting regulations and other guidance consistently.	1	2	3	4	5	6	7
c.	Enforcing regulations and policies consistently and equitably.	1	2	3	4	5	6	7
d.	Involving you in the development of regulations, policies, and guidance.	1	2	3	4	5	6	7
e.	Making reasonable decisions regarding your permit.	1	2	3	4	5	6	7
f.	Based on the previous questions, how do you rate BLM's regulations, policies, and guidance?	1	2	3	4	5	6	7

	-					Excellent
Ī	1 2	3	4	5	6	7
If vo	ou could make one o	change that wou	ld improve BLM's	performance, wha	nt would that be?	
How	many Federal oil ar	nd gas leases do	you currently hole	l or operate on?		
If you could mak How many Federa 1 to 10 11 to 100 More than 100.		nd gas leases do	you currently hole	l or operate on?		
1 1	to 101		you currently hole	l or operate on?		
1 t 11	to 101		you currently hole	l or operate on?		
1 t 11 M	to 101	2			annual gross inco	me?
1 i 11 M 0 Whi	to 10	2 best describes t			annual gross inco	ne?
1 i 11 M 10 Whi	to 10	2 best describes t1			annual gross inco	me?
1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	to 10	2 best describes t123			annual gross inco	ne?

THANK YOU FOR YOUR HELP. THAT COMPLETES THE INTERVIEW!

[CONDITIONAL: ASK F.1 THRU F.13 IF S.1=5 "RECREATIONAL PERMITS"]

Processing Applications.

F.1 In an effort to improve customer service, the Bureau of Land Management is asking its customer to answer a series of questions about your experience of obtaining a Commercial Recreational Permit from BLM.

How well would you rate BLM on the following aspects of processing Commercial Recreational permits? On a scale of 1 to 7, where 1 means they need major improvement and a 7 means they are excellent, where would you rate BLM on . . . ?

		Needs Ma	jor					
		Improveme	nt				Exc	ellent
[RC	YTATE ITEMS A-E]							
a.	Providing clear information on how to apply for or renew a permit.	1	2	3	4	5	6	7
b.	Processing your application in a mutually agreed upon time frame.	1	2	3	4	5	6	7
c.	Maintaining good communications during the permit process.	1	2	3	4	5	6	7
d.	Providing assistance when needed to complete paperwork.	1	2	3	4	5	6	7
e.	Being available when you call.	1	2	3	4	5	6	7
f.	Based on the previous set of questions, how do you rate BLM's processing of Commercial Recreational permit applications?	f 1	2	3	4	5	6	7

Service Delivery

F.2 How well would you rate BLM on the following aspects of service delivery -- on a scale of 1 to 7, where 1 means they need major improvement and a 7 means they are excellent, where would you rate BLM on . . . ?

IROTATE	CITEMS A-H]	Needs Majo Improveme]	Exce	llent
a.	Having employees who are knowledgeable.	1	2	3	4	5	6	7
b.	Having a friendly, cooperative attitude.	1	2	3	4	5	6	7
c.	Returning your phone call within a reasonable time period.	1	2	3	4	5	6	7
d.	Responding to written correspondence within a reasonable time period.	1	2	3	4	5	6	7
e.	Making written correspondence easy to understand.	1	2	3	4	5	6	7
f.	Being able to obtain permits at local BLM offices.	1	2	3	4	5	6	7
[Fo	or F.2f EXPLAIN, IF NECESSARY, BLM OFFICES ISSUE PERMITS UNDER T	HEIR OWN	JUF	RISD	ICTI	[ON]		
g.	Making up-to-date information accessible.	1	2	3	4	5	6	7
h.	Providing accurate, and affordable maps/brochures.	1	2	3	4	5	6	7
i.	Based on the previous set of questions, how do you rate BLM's service delivery?	1	2	3	4	5	6	7

Permit Administration.

No.....2

F.3	Now I'd like to talk about permit administration. First, have you ever had an audit regarding your BLM Commercial Recreation
	Permit?
	Yes1

F.4 How well would you rate BLM on the following aspects of permit administration -- on a scale of 1 to 7, where 1 means they need major improvement and a 7 means they are excellent, where would you rate BLM on . . .?

		eds M prove					Exc	ellent
[RO	OTATE ITEMS A-H]							
[CO	ONDITIONAL: SELECT ITEMS "G" AND "H" ONLY IF F3=1]							
a.	Calculating fees and deductions correctly.	1	2	3	4	5	6	7
b.	Agreeing on fees and deductions upon signing and approving the permit.	1	2	3	4	5	6	7
c.	Explaining policies and regulations relating to the permit.	1	2	3	4	5	6	7
d.	Explaining insurance and bond options and requirements relating to the permit.	1	2	3	4	5	6	7
e.	Providing reasonable environment protection requirements as part of the permit	. 1	2	3	4	5	6	7
f.	Issuing permits with understandable terms and conditions.	1	2	3	4	5	6	7
g.	Explaining the inspection of records and audits.	1	2	3	4	5	6	7
h.	Handling audits courteously and timely.	1	2	3	4	5	6	7
i.	Based on the previous set of questions, how do you rate BLM's permit administration?	1	2	3	4	5	6	7

Monitoring and Evaluating/Rules and Regulations.

F.5 How well would you rate BLM on the following aspects of monitoring and evaluating the recreational permit . . . on a scale of 1 to 7, where 1 means they need major improvement and a 7 means they are excellent, where would you rate BLM on . . . ?

		ds M prove	•				Exc	ellent
R	OTATE ITEMS A-I]							
a.	Having reasonable rules and regulations.	1	2	3	4	5	6	7
b.	Interpreting regulations consistently.	1	2	3	4	5	6	7
c.	Implementing consistent policies for all applicants and permittees.	1	2	3	4	5	6	7
d.	Having consistent enforcement policies.	1	2	3	4	5	6	7
e.	Explaining the evaluation process.	1	2	3	4	5	6	7
f.	Providing prompt post-evaluation feedback.	1	2	3	4	5	6	7
g.	Making reasonable decisions regarding your permit.	1	2	3	4	5	6	7
h.	Taking into consideration your interests when changing the terms of your permi	. 1	2	3	4	5	6	7
i.	Considering suggestions for improvement to the permitting procedures.	1	2	3	4	5	6	7
j.	Based on the previous set of questions, how do you rate BLM's monitoring and evaluating recreational permits?	1	2	3	4	5	6	7

F.6 Considering monitoring			· -	ng applications, se			tion, and
Needs Major Improvement					1	Excellent	
1	2	3	4	5	6	7	

Recreation Operations

F.7 How well would you rate BLM on the following aspects of Recreation operations -- on a scale of 1 to 7, where 1 means they need major improvement and a 7 means they are excellent, where would you rate BLM on . . .?

		Needs Majo	r					
		Improvemer	nt				E	cellent
[ROTATI	E ITEMS A-E]							
a.	Providing appropriate user facilities at BLM developed recreation sites.	1	2	3	4	5	6	7
b.	Maintaining recreation sites adequately.	1	2	3	4	5	6	7
c.	Staffing recreation sites adequately to meet your needs.	1	2	3	4	5	6	7
d.	Maintaining roads and trails.	1	2	3	4	5	6	7
e.	Maintaining clean recreation sites.	1	2	3	4	5	6	7
f.	Based on the previous set of questions, how do you rate BLM on recreation operations?	1	2	3	4	5	6	7

Recreation Resource Management

F.8 How well would you rate BLM on the following aspects of Recreation Management . . . on a scale of 1 to 7, where 1 means they need major improvement and a 7 means they are excellent, where would you rate BLM on . . .?

IROTATI	E ITEMS I-E]	Needs Majo Improvemen					Ex	cellent
a.		1	2	3	4	5	6	7
b.		1	2	3	4	5	6	7
c.	Managing permitted operations on public lands.	1	2	3	4	5	6	7
d.	Balancing conservation of the environment with permit holders' needs.	1	2	3	4	5	6	7
e.	Supervising permitted operations on public lands.	1	2	3	4	5	6	7
f.	Based on the previous set of questions, how do you rate BLM on recreation resource management?	1	2	3	4	5	6	7

F.9 Everything considered, how do you rate BLM's overall performance with recreation?											
Needs Major Improvement						Excellent					
1	2	3	4	5	6	7					

F.10	
F.11	How many recreational permits have you obtained in the past two years?
	One1
	Two2
	Three3
	Four or more4
F.12	Was your telephone or written request answered in five (5) business days?
	Yes1
	No2
F.13	Did your recreation permit incorporate "Tread Lightly" and "Leave No Trace" stipulations?
	Yes1
	No2

THANK YOU FOR YOUR HELP. THAT COMPLETES THE INTERVIEW!

Appendix B: Mean Ratings by State by Customer Segment

RIGHTS OF WAY: Overall BLM Performance

		Administrative State				
	AK	AZ	NM	NV	BLM Total	
Overall BLM Performance	4.00	4.58	4.44	4.09	4.37	

RIGHTS OF WAY: Service Quality and Processing Grants

		Administra	ative State		
	AK	AZ	NM	NV	BLM Total
Processing minor category Rights-of-Way applications in a timely manner	3.25	4.31	4.38	3.54	4.10
Delegating sufficient authority to local employees to make decisions	2.93	4.64	4.61	4.24	4.45
Informing you of issues, terms, and conditions pertaining to permits being processed	4.40	5.20	4.85	4.42	4.81
Having consistent procedures and guidance between field offices	3.58	4.71	4.54	4.07	4.44
Having personnel who reflect a positive attitude	5.24	5.20	5.13	4.83	5.09
Providing assistance when needed to complete a permit or application	4.63	5.03	5.11	4.68	4.97
Explaining the terms and conditions of the permit	4.79	5.41	5.33	4.83	5.21
Providing products and services via the Internet and electronically	4.45	4.36	4.29	4.00	4.25
Responding to your information requests	4.52	4.91	5.07	4.56	4.88
Processing the communication site application with mutually agreed upon timeframes	2.00	5.00	4.82	3.58	4.27
Service Quality and Processing Grants	3.86	4.62	4.64	3.80	4.40

RIGHTS OF WAY: Communicating and Collaborating with the Public

	Administrative State				
	AK	AZ	NM	NV	BLM Total
Bringing people together to consider economic and social issues in making land management decisions	3.61	4.02	4.01	3.47	3.88
Informing the public about Rights-of-Way management issues and decisions	3.79	4.34	4.31	3.72	4.16
Providing opportunities to participate in land use planning	3.83	4.15	4.09	4.24	4.12
Providing opportunities to participate in environmental analyses	3.78	4.67	4.33	4.33	4.38
Working with other federal and state agencies and organizations	3.72	4.58	4.46	3.98	4.33
Taking initiative on issues affecting land management agencies	3.79	4.19	4.30	4.09	4.20
Maintaining good communication and coordination within the BLM	3.69	4.56	4.53	4.02	4.38
Having a visible presence in the field and/or in the community	4.35	4.12	4.84	4.33	4.53
Communicating and Collaborating with the Public	4.10	4.42	4.49	4.09	4.36

RIGHTS OF WAY: Resource Management

		Administrative State				
	AK	AZ	NM	NV	BLM Total	
Balancing the multiple uses of public lands	3.38	4.35	4.30	4.24	4.24	
Protecting the natural and cultural resources on public lands	4.47	5.38	5.34	5.11	5.25	
Managing permitted operations on public lands	3.81	4.66	4.57	4.05	4.44	
Considering the social and economic effects of land management decisions on industries, communities, and individuals	3.67	4.03	3.96	3.91	3.95	
Resource Management	4.00	4.50	4.54	4.49	4.48	

RIGHTS OF WAY: Regulations, Policies, and Guidance

	AK	AZ	NM	NV	BLM Total
Having clear, understandable, and reasonable regulations, policies, and guidance	3.05	4.10	3.87	3.60	3.81
Enforcing regulations and policies fairly, consistently, and equitably	4.00	4.46	4.42	4.03	4.32
Interpreting regulations consistently	3.28	4.43	4.14	3.95	4.11
Involving you in the development of regulations, policies, and guidance	3.06	3.43	3.62	3.51	3.52
Explaining the communication site regulations and fees	2.33	5.77	4.90	4.09	4.73
Explaining the fee calculation	1.00	5.64	5.17	4.36	4.96
Regulations, Policies, and Guidance	3.37	4.30	4.09	3.81	4.03

GRAZING: Overall BLM Performance

		Administrative State				
	ID	MT	NM	WY	BLM Total	
Overall BLM Performance	4.60	4.98	4.14	4.44	4.55	

GRAZING: Service Quality and Processing Permits

	Administrative State				
	ID	MT	NM	WY	BLM Total
Processing Grazing Permits in a timely manner	5.52	5.81	4.90	5.30	5.41
Delegating sufficient authority to local employees to make decisions	4.36	4.82	3.98	4.27	4.36
Informing you of issues, terms, and conditions pertaining to permits being processed	5.40	5.33	4.59	5.06	5.12
Having consistent procedures and guidance between field offices	4.95	4.87	3.92	4.38	4.58
Providing products and services via the Internet and electronically	4.97	4.55	3.32	5.12	4.54
Responding to your questions and/or requests for information	5.48	5.90	5.07	5.24	5.45
Providing clear and understandable leases and permits	5.38	5.34	4.81	4.91	5.13
Providing reasonable presence in the field to administer the leases and permits	4.82	5.18	4.67	4.53	4.81
Understanding livestock operations and resource issues sufficient to administer the leases and permits	4.50	4.86	4.04	4.21	4.42
Providing assistance when needed to complete applications	5.57	5.50	4.97	5.28	5.35
Explaining the terms and conditions of the permit	5.64	5.58	4.90	5.19	5.35
Service Quality and Processing Permits	5.17	5.44	4.77	5.08	5.13

GRAZING: Communicating and Collaborating with the Public

		Administrative State			
	ID	MT	NM	WY	BLM Total
Bringing people together to consider economic and social issues in making land management decisions	4.11	4.08	3.58	3.71	3.88
Informing the public about land management issues and decisions	4.75	4.82	3.87	4.45	4.50
Providing opportunities to participate in land use planning	4.33	4.69	3.86	4.01	4.24
Providing opportunities to participate in environmental analyses	4.60	4.54	3.89	4.30	4.35
Working with other federal and state agencies and organizations	4.75	4.60	4.05	4.49	4.49
Maintaining good communication and coordination within the BLM	4.89	4.78	4.34	4.42	4.63
Having a visible presence in the field and/or in the community	4.46	4.66	4.04	4.57	4.44
Educating the public about how to use the land	4.18	4.38	3.55	4.00	4.05
Communicating and Collaborating with the Public	4.53	4.73	3.95	4.43	4.43

GRAZING: Resource Management

		Administrative State			
	ID	MT	NM	WY	BLM Total
Balancing the multiple uses of public lands	4.34	4.84	3.92	4.33	4.37
Maintaining the lands in healthy condition	5.05	5.39	4.36	4.68	4.90
Protecting the natural and cultural resources on public lands	5.01	5.49	4.42	4.83	4.96
Considering the social and economic effects of land management decisions on industries, communities, and individuals	4.02	4.44	3.34	3.67	3.88
Managing permitted operations on public lands	4.70	4.99	4.32	4.46	4.62
Managing riparian and wetland areas	4.68	4.87	4.16	3.97	4.43
Controlling weed infestation	3.35	3.77	2.89	3.03	3.29
Working in a collaborative process to balance the use of the land	4.79	5.17	4.49	4.59	4.78
Resource Management	4.64	5.10	4.25	4.25	4.58

GRAZING: Regulations, Policies, and Guidance

	ID	MT	NM	WY	BLM Total
Having clear, understandable, and reasonable regulations, policies, and guidance	4.13	4.65	3.61	3.88	4.09
Enforcing regulations and policies fairly, consistently, and equitably	4.52	4.74	4.03	4.28	4.40
Interpreting regulations consistently	4.43	4.78	4.08	4.04	4.34
Involving you in the development of regulations, policies, and guidance	4.11	4.14	3.85	3.44	3.90
Implementing guidelines for livestock grazing	4.66	4.94	4.21	4.30	4.55
Regulations, Policies, and Guidance	4.27	4.52	3.69	4.02	4.15

REALTY MANAGEMENT: Overall BLM Performance

		Administrative State					
	AK	CA	ID	OR	BLM Total		
Overall BLM Performance	4.11	4.53	4.11	4.56	4.28		

REALTY MANAGEMENT: Service Quality and Processing Proposals

		Administra	ative State		
	AK	CA	ID	OR	BLM Total
Processing realty management actions in a timely manner	3.77	4.42	3.77	4.46	4.02
Delegating sufficient authority to local employees to make decisions	4.15	4.48	4.13	4.13	4.24
Informing you of issues, processes, cost, timeframes, and other factors pertaining to realty management actions	4.67	4.83	4.70	4.80	4.74
Having consistent procedures and guidance between field offices	4.39	4.22	4.22	4.31	4.29
Having personnel who reflect a positive and professional attitude	5.25	5.77	5.13	5.31	5.38
Providing information about services via the Internet and electronically	4.78	3.91	4.86	5.88	4.68
Providing assistance when needed to complete applications	4.60	5.30	5.00	5.15	4.97
Explaining the terms and conditions of the transaction	4.73	5.38	4.94	5.06	5.02
Service Quality and Processing Proposals	4.27	4.85	4.40	4.93	4.54

REALTY MANAGEMENT: Communicating and Collaborating with the Public

	Administrative State				
	AK	CA	ID	OR	BLM Total
Bringing people together to consider economic and social issues in making land management decisions	3.80	4.06	3.80	4.58	3.93
Informing the public about land management issues and decisions	4.59	4.14	4.46	4.73	4.44
Providing opportunities to participate in land use planning	4.29	4.50	4.00	5.08	4.31
Providing opportunities to participate in environmental analyses	4.31	4.43	4.27	5.00	4.38
Taking initiative on issues affecting land management agencies	4.16	4.50	3.76	5.08	4.21
Working with other federal and state agencies and organizations	4.68	5.08	4.62	5.29	4.83
Maintaining good communication and coordination within the BLM	4.43	4.67	4.12	4.75	4.44
Having a visible presence in the field and/or in the community	3.77	4.77	4.59	4.88	4.38
Educating the public about how to use the land	3.91	4.08	3.94	4.08	3.97
Bringing people together to offer an opinion and participate in consideration of a specific realty management proposal	4.17	4.19	4.10	4.92	4.21
Communicating and Collaborating with the Public	4.44	4.46	4.24	4.73	4.41

REALTY MANAGEMENT: Resource Management

		Administra	ative State		
	AK	CA	ID	OR	BLM Total
Balancing the multiple uses of public lands	4.18	4.33	3.84	4.92	4.18
Maintaining the lands in healthy condition	4.53	4.56	4.46	4.93	4.55
Protecting the natural and cultural resources on public lands	4.27	4.69	4.64	5.71	4.61
Considering the social and economic effects of land management decisions on industries, communities, and individuals	4.09	4.07	3.70	3.93	3.96
Managing riparian and wetland areas	4.17	4.65	4.51	5.27	4.49
Resource Management	4.34	4.62	4.37	4.43	4.44

REALTY MANAGEMENT: Regulations, Policies, and Guidance

		Administrative State				
	AK	CA	ID	OR	BLM Total	
Having clear, understandable, and reasonable regulations, policies, and guidance	3.73	3.98	3.79	4.13	3.85	
Enforcing regulations and policies fairly, consistently, and equitably	3.88	4.46	4.04	5.14	4.19	
Interpreting regulations consistently	3.98	4.09	3.98	4.83	4.07	
Involving you in the development of regulations, policies, and guidance	3.56	3.60	3.58	4.08	3.62	
Improving guidelines and procedures for land exchanges and other realty management actions	3.74	3.80	3.89	4.53	3.87	
Explaining the need for realty management	3.80	4.15	3.98	4.64	4.02	
Explaining land appraisal and valuation	3.60	4.25	4.35	4.87	4.15	
Regulations, Policies, and Guidance	4.02	4.37	3.81	4.53	4.10	

OIL AND GAS: Overall BLM Performance

		Administrative State				
	СО	ES	MT	WY	BLM Total	
Overall BLM Performance	4.46	4.65	4.34	4.48	4.48	

OIL AND GAS: Service Quality and Processing Permit Applications

		Administra	ative State		
	СО	ES	MT	WY	BLM Total
Processing permit applications in a timely manner	4.19	4.38	4.16	3.90	4.12
Delegating sufficient authority to local employees to make decisions	4.65	4.61	4.44	4.47	4.53
Maintaining good communications during the leasing and approval process	4.81	5.08	5.02	4.80	4.91
Having consistent procedures and guidance between the BLM offices	3.97	4.45	4.16	4.23	4.20
Having personnel who reflect a friendly, cooperative attitude	5.27	5.65	5.52	5.24	5.40
Providing products and services via the Internet and electronically	4.67	4.97	4.80	4.47	4.68
Providing technical assistance when needed to complete offers or applications	5.09	5.11	5.07	4.89	5.02
Explaining the terms and conditions of your lease or permit	5.15	5.39	5.19	5.08	5.18
Responding to your questions with up-to-date and accurate information	5.00	5.19	5.13	5.17	5.13
Service Quality and Processing Permit Applications	4.58	4.72	4.62	4.25	4.50

OIL AND GAS: Working with the Public on Land Use Planning

		Administrative State				
	СО	ES	MT	WY	BLM Total	
Taking into consideration the social and economic effects of land management decisions on the oil and gas industry, local communities, and individuals	4.05	3.99	3.42	3.86	3.83	
Balancing the multiple uses of public lands in terms of local and national priorities	4.31	4.12	3.35	3.94	3.93	
Informing the public about land management issues and decisions	4.68	4.26	4.31	4.73	4.53	
Providing opportunities to participate in land use planning	4.19	4.10	4.12	4.25	4.18	
Providing opportunities to participate in environmental analyses	4.58	4.36	4.03	4.53	4.39	
Taking initiative on issues affecting other land management agencies	4.24	4.34	3.98	4.14	4.17	
Working with other federal and state agencies and organizations	4.25	4.23	4.27	4.41	4.30	
Keeping public lands available to the oil and gas industry	3.73	3.97	3.05	3.64	3.59	
Working with the Public on Land Use Planning	4.33	4.48	4.00	4.59	4.37	

OIL AND GAS: Resource Management

		Administrative State				
	СО	ES	MT	WY	BLM Total	
Maintaining the public lands in healthy condition	5.13	5.36	4.93	5.22	5.16	
Protecting the natural and cultural resources on public lands	5.17	5.60	5.04	5.35	5.29	
Supervising permitted operations on public lands	4.75	5.06	4.79	4.90	4.87	
Balancing conservation of the environment with applicants' needs	4.14	4.57	3.73	4.12	4.13	
Resource Management	4.71	4.97	4.58	4.69	4.73	

OIL AND GAS: Regulations, Policies, and Guidance

		Administra	tive State		
	СО	ES	MT	WY	BLM Total
Having reasonable regulations, policies, and guidance	3.94	4.14	3.74	3.96	3.94
Interpreting regulations and other guidance consistently	4.21	4.56	4.16	4.13	4.24
Enforcing regulations and policies consistently and equitably	4.28	4.93	4.33	4.40	4.47
Involving you in the development of regulations, policies, and guidance	3.72	3.93	3.57	3.71	3.72
Making reasonable decisions regarding your permit	4.35	4.76	4.35	4.32	4.42
Regulations, Policies, and Guidance	4.13	4.38	4.05	4.11	4.16

RECREATIONAL PERMITS: Overall BLM Performance

	CA	СО	OR	UT	BLM Total
Overall Satisfaction with Processing Permits	5.30	5.10	5.08	5.01	5.08
Overall BLM Performance	5.18	5.15	5.01	4.92	5.05

RECREATIONAL PERMITS: Processing Permits

		Administra	ative State		
	CA	СО	OR	UT	BLM Total
Providing clear information on how to apply for or renew a permit	5.36	5.53	5.53	5.56	5.53
Processing your application in a mutually agreed upon timeframe	5.61	5.59	5.69	5.68	5.64
Maintaining good communications during the permit process	5.21	5.54	5.24	5.46	5.44
Providing assistance when needed to complete paperwork	5.40	5.69	5.59	5.57	5.61
Being available when you call	5.04	5.33	5.18	4.78	5.09
Processing Applications	5.43	5.45	5.50	5.25	5.38

RECREATIONAL PERMITS: Service Delivery

		Administrative State					
	CA	СО	OR	UT	BLM Total		
Having employees who are knowledgeable	5.96	5.53	5.46	5.40	5.50		
Having a friendly, cooperative attitude	5.68	5.81	5.77	5.66	5.74		
Returning your phone call within a reasonable time period	5.69	5.64	5.54	5.60	5.61		
Responding to written correspondence within a reasonable time period	5.35	5.28	5.45	5.46	5.38		
Making written correspondence easy to understand	5.39	5.09	5.14	5.16	5.14		
Being able to obtain permits at local BLM offices	5.35	5.43	5.59	5.33	5.42		
Making up-to-date information accessible	4.83	5.13	5.39	5.15	5.17		
Providing accurate and affordable maps/brochures	5.46	5.43	5.40	5.24	5.36		
Service Delivery	5.41	5.45	5.44	5.36	5.41		

RECREATIONAL PERMITS: Permit Administration

		Administra	ative State		
	CA	СО	OR	UT	BLM Total
Calculating fees and deductions correctly	5.40	5.56	5.84	5.63	5.63
Agreeing on fees and deductions upon signing and approving the permit	5.89	5.46	5.61	5.53	5.54
Explaining policies and regulations relating to the permit	5.63	5.39	5.27	5.49	5.42
Explaining insurance and bond options and requirements relating to the permit	5.19	5.42	5.39	5.37	5.38
Providing reasonable environment protection requirements as part of the permit	5.32	5.51	5.16	5.42	5.41
Issuing permits with understandable terms and conditions	5.56	5.43	5.32	5.48	5.43
Explaining the inspection of records and audits	6.00	5.23	5.67	3.94	4.93
Handling audits courteously and timely	7.00	5.61	5.71	4.87	5.46
Permit Administration	5.37	5.32	5.27	5.34	5.32

RECREATIONAL PERMITS: Monitoring and Evaluating/Rules and Regulations

	CA	СО	OR	UT	BLM Total
Having reasonable rules and regulations	5.04	5.10	4.64	4.88	4.94
Interpreting regulations consistently	5.28	4.86	5.13	4.79	4.91
Implementing consistent policies for all applicants and permittees	5.10	4.73	4.64	4.48	4.65
Having consistent enforcement policies	4.87	4.52	4.82	4.40	4.55
Explaining the evaluation process	4.95	4.87	4.96	4.77	4.86
Providing prompt post-evaluation feedback	5.00	4.84	5.14	4.90	4.93
Making reasonable decisions regarding your permit	5.12	5.20	4.97	5.22	5.16
Taking into consideration your interests when changing the terms of your permit	5.04	4.87	4.12	4.55	4.64
Considering suggestions for improvement to the permitting procedures	4.67	4.59	4.38	4.42	4.50
Monitoring and Evaluating/Rules and Regulations	4.93	4.75	4.70	4.64	4.72

RECREATIONAL PERMITS: Recreation Operations

		Administrative State						
	CA	CO	OR	UT	BLM Total			
Providing appropriate user facilities at BLM developed recreation sites	4.84	5.18	4.92	5.05	5.06			
Maintaining recreation sites adequately	4.82	5.16	4.96	4.94	5.02			
Staffing recreation sites adequately to meet your needs	4.83	4.67	4.99	4.45	4.67			
Maintaining roads and trails	4.67	4.76	4.97	4.44	4.68			
Maintaining clean recreation sites	5.07	5.18	4.99	5.02	5.08			
Recreation Operations	4.79	5.13	5.00	4.66	4.92			

RECREATIONAL PERMITS: Recreation Resource Management

		Administra	ative State		
	CA	СО	OR	UT	BLM Total
Protecting the natural and cultural resources on public lands	5.74	5.15	4.99	4.75	5.01
Providing a quality recreation experience	5.41	5.22	5.29	5.18	5.23
Managing permitted operations on public lands	4.96	4.96	4.83	4.77	4.87
Balancing conservation of the environment with permit holders' needs	5.11	4.93	4.71	4.62	4.79
Supervising permitted operations on public lands	4.92	4.69	4.81	4.63	4.70
Recreation Resource Management	5.22	4.97	4.87	4.74	4.89

Appendix C: Distributions by State by Customer Segment

RIGHT OF WAY: Overall BLM Performance

			Administrative State					
		AK	AZ	NM	NV	Total		
Overall BLM Performance	1 - 4	65.0%	39.4%	45.7%	56.9%	48.0%		
	Favorable	35.0%	60.6%	54.3%	43.1%	52.0%		

RIGHT OF WAY: Service Quality and Processing Grants

			Administrative State			
		AK	AZ	NM	NV	Total
Processing minor category Rights-of-Way	1 - 4	70.0%	51.5%	47.1%	63.5%	53.3%
applications in a timely manner	Favorable	30.0%	48.5%	52.9%	36.5%	46.7%
Delegating sufficient authority to local employees to	1 - 4	85.7%	41.0%	41.4%	49.0%	45.3%
make decisions	Favorable	14.3%	59.0%	58.6%	51.0%	54.7%
Informing you of issues, terms, and conditions	1 - 4	45.0%	26.1%	36.2%	44.6%	36.3%
pertaining to permits being processed	Favorable	55.0%	73.9%	63.8%	55.4%	63.7%
Having consistent procedures and guidance	1 - 4	58.3%	44.6%	43.4%	51.1%	46.0%
between field offices	Favorable	41.7%	55.4%	56.6%	48.9%	54.0%
Having personnel who reflect a positive attitude	1 - 4	38.1%	26.8%	26.2%	29.2%	27.9%
	Favorable	61.9%	73.2%	73.8%	70.8%	72.1%
Providing assistance when needed to complete a	1 - 4	31.6%	35.7%	30.0%	41.3%	33.9%
permit or application	Favorable	68.4%	64.3%	70.0%	58.7%	66.1%
Explaining the terms and conditions of the permit	1 - 4	31.6%	18.6%	20.6%	35.9%	24.1%
	Favorable	68.4%	81.4%	79.4%	64.1%	75.9%
Providing products and services via the Internet	1 - 4	36.4%	57.1%	45.8%	51.5%	48.6%
and electronically	Favorable	63.6%	42.9%	54.2%	48.5%	51.4%
Responding to your information requests	1 - 4	42.9%	37.1%	28.1%	40.6%	34.0%
	Favorable	57.1%	62.9%	71.9%	59.4%	66.0%
Processing the communication site application	1 - 4	100.0%	35.0%	25.0%	60.6%	44.0%
with mutually agreed upon timeframes	Favorable		65.0%	75.0%	39.4%	56.0%
Service Quality and Processing Grants	1 - 4	61.9%	42.3%	37.9%	57.8%	44.9%
	Favorable	38.1%	57.7%	62.1%	42.2%	55.1%

RIGHT OF WAY: Communicating and Collaborating with the Public

			Administra	ative State		
		AK	AZ	NM	NV	Total
Bringing people together to consider economic and	1 - 4	61.1%	58.3%	52.5%	72.3%	58.3%
social issues in making land management decisions	Favorable	38.9%	41.7%	47.5%	27.7%	41.7%
Informing the public about Rights-of-Way	1 - 4	57.9%	55.4%	51.2%	63.0%	55.1%
nanagement issues and decisions	Favorable	42.1%	44.6%	48.8%	37.0%	44.9%
Providing opportunities to participate in land use planning	1 - 4	44.4%	52.3%	55.2%	51.0%	52.9%
	Favorable	55.6%	47.7%	44.8%	49.0%	47.1%
Providing opportunities to participate in	1 - 4	66.7%	40.6%	49.2%	46.2%	47.7%
environmental analyses	Favorable	33.3%	59.4%	50.8%	53.8%	52.3%
Working with other federal and state agencies and	1 - 4	50.0%	44.2%	44.5%	54.3%	46.9%
organizations	Favorable	50.0%	55.8%	55.5%	45.7%	53.1%
Taking initiative on issues affecting land	1 - 4	57.1%	53.8%	50.4%	57.4%	53.0%
management agencies	Favorable	42.9%	46.2%	49.6%	42.6%	47.0%
Maintaining good communication and coordination	1 - 4	61.5%	44.4%	41.9%	60.4%	47.4%
within the BLM	Favorable	38.5%	55.6%	58.1%	39.6%	52.6%
Having a visible presence in the field and/or in the	1 - 4	45.0%	50.7%	41.0%	51.0%	45.6%
community	Favorable	55.0%	49.3%	59.0%	49.0%	54.4%
Communicating and Collaborating with the Public	1 - 4	57.1%	44.9%	42.8%	59.6%	47.7%
	Favorable	42.9%	55.1%	57.2%	40.4%	52.3%

RIGHT OF WAY: Resource Management

		Administrative State				
		AK	AZ	NM	NV	Total
Balancing the multiple uses of public lands	1 - 4	62.5%	42.9%	46.5%	54.2%	48.3%
	Favorable	37.5%	57.1%	53.5%	45.8%	51.7%
Protecting the natural and cultural resources on public lands	1 - 4	47.1%	19.1%	22.4%	24.6%	23.6%
	Favorable	52.9%	80.9%	77.6%	75.4%	76.4%
Managing permitted operations on public lands	1 - 4	50.0%	44.6%	41.5%	53.4%	45.3%
	Favorable	50.0%	55.4%	58.5%	46.6%	54.7%
Considering the social and economic effects of land management	1 - 4	53.3%	61.3%	57.4%	61.8%	59.0%
decisions on industries, communities, and individuals	Favorable	46.7%	38.7%	42.6%	38.2%	41.0%
Resource Management	1 - 4	52.6%	41.2%	44.2%	49.2%	45.1%
	Favorable	47.4%	58.8%	55.8%	50.8%	54.9%

RIGHT OF WAY: Regulations, Policies, and Guidance

			Administra	tive State		
		AK	AZ	NM	NV	Total
Having clear, understandable, and reasonable regulations, policies, and	1 - 4	70.0%	52.9%	61.7%	65.1%	61.0%
guidance	Favorable	30.0%	47.1%	38.3%	34.9%	39.0%
Enforcing regulations and policies fairly, consistently, and equitably	1 - 4	55.6%	42.0%	44.9%	59.0%	47.9%
	Favorable	44.4%	58.0%	55.1%	41.0%	52.1%
Interpreting regulations consistently	1 - 4	66.7%	38.5%	51.4%	59.6%	51.1%
	Favorable	33.3%	61.5%	48.6%	40.4%	48.9%
Involving you in the development of	1 - 4	76.5%	70.1%	66.4%	68.4%	68.4%
regulations, policies, and guidance	Favorable	23.5%	29.9%	33.6%	31.6%	31.6%
Explaining the communication site	1 - 4	100.0%	13.6%	34.5%	53.1%	38.4%
regulations and fees	Favorable		86.4%	65.5%	46.9%	61.6%
Explaining the fee calculation	1 - 4	100.0%	13.6%	34.5%	46.4%	33.8%
	Favorable		86.4%	65.5%	53.6%	66.3%
Regulations, Policies, and Guidance	1 - 4	73.7%	49.3%	52.5%	63.5%	55.5%
	Favorable	26.3%	50.7%	47.5%	36.5%	44.5%

GRAZING: Overall BLM Performance

			Administrative State							
		ID	ID MT NM WY							
Overall BLM Performance	1 - 4	40.9%	32.6%	51.3%	44.7%	42.1%				
	Favorable	59.1%	59.1% 67.4% 48.8% 55.3%							

GRAZING: Service Quality and Processing Permits

			Administra	tive State		
		ID	MT	NM	WY	Total
Processing Grazing Permits in a timely manner	1 - 4	17.2%	12.6%	28.6%	22.6%	19.8%
	Favorable	82.8%	87.4%	71.4%	77.4%	80.2%
Delegating sufficient authority to local employees to make decisions	1 - 4	50.0%	33.3%	58.7%	45.2%	46.8%
	Favorable	50.0%	66.7%	41.3%	54.8%	53.2%
Informing you of issues, terms, and conditions	1 - 4	25.8%	24.7%	39.7%	29.8%	29.6%
pertaining to permits being processed	Favorable	74.2%	75.3%	60.3%	70.2%	70.4%
Having consistent procedures and guidance between field offices	1 - 4	30.3%	41.3%	51.0%	45.0%	41.2%
	Favorable	69.7%	58.7%	49.0%	55.0%	58.8%
Providing products and services via the Internet and electronically	1 - 4	28.1%	36.4%	68.4%	29.4%	38.9%
	Favorable	71.9%	63.6%	31.6%	70.6%	61.1%
Responding to your questions and/or requests for	1 - 4	18.9%	10.8%	25.3%	24.1%	19.4%
information	Favorable	81.1%	89.2%	74.7%	75.9%	80.6%
Providing clear and understandable leases and	1 - 4	25.0%	23.2%	38.0%	29.1%	28.4%
permits	Favorable	75.0%	76.8%	62.0%	70.9%	71.6%
Providing reasonable presence in the field to	1 - 4	37.6%	26.1%	38.4%	41.3%	35.6%
administer the leases and permits	Favorable	62.4%	73.9%	61.6%	58.8%	64.4%
Understanding livestock operations and resource	1 - 4	42.4%	36.7%	53.3%	48.2%	44.7%
issues sufficient to administer the leases and permits	Favorable	57.6%	63.3%	46.7%	51.8%	55.3%
Providing assistance when needed to complete	1 - 4	20.7%	17.5%	30.4%	19.7%	21.8%
applications	Favorable	79.3%	82.5%	69.6%	80.3%	78.2%
Explaining the terms and conditions of the permit	1 - 4	16.3%	15.1%	35.1%	27.4%	22.8%
	Favorable	83.7%	84.9%	64.9%	72.6%	77.2%
Service Quality and Processing Permits	1 - 4	25.0%	18.9%	38.5%	30.2%	27.6%
	Favorable	75.0%	81.1%	61.5%	69.8%	72.4%

GRAZING: Communicating and Collaborating with the Public

			Administra	tive State		
		ID	MT	NM	WY	Total
Bringing people together to consider	1 - 4	53.2%	54.7%	64.9%	66.7%	59.7%
economic and social issues in making land management decisions	Favorable	46.8%	45.3%	35.1%	33.3%	40.3%
Informing the public about land management	1 - 4	35.6%	40.0%	60.5%	48.8%	45.7%
issues and decisions	Favorable	64.4%	60.0%	39.5%	51.2%	54.3%
Providing opportunities to participate in land	1 - 4	49.4%	38.6%	60.8%	55.1%	50.6%
use planning	Favorable	50.6%	61.4%	39.2%	44.9%	49.4%
Providing opportunities to participate in	1 - 4	40.7%	40.7%	62.2%	46.8%	47.2%
environmental analyses	Favorable	59.3%	59.3%	37.8%	53.2%	52.8%
Working with other federal and state agencies	1 - 4	36.8%	40.0%	54.4%	40.3%	42.5%
and organizations	Favorable	63.2%	60.0%	45.6%	59.7%	57.5%
Maintaining good communication and	1 - 4	33.3%	38.4%	47.5%	45.0%	40.4%
coordination within the BLM	Favorable	66.7%	61.6%	52.5%	55.0%	59.6%
Having a visible presence in the field and/or	1 - 4	43.9%	41.4%	57.9%	43.0%	46.3%
in the community	Favorable	56.1%	58.6%	42.1%	57.0%	53.7%
Educating the public about how to use the	1 - 4	52.3%	48.9%	68.0%	55.1%	55.6%
land	Favorable	47.7%	51.1%	32.0%	44.9%	44.4%
Communicating and Collaborating with the	1 - 4	41.6%	39.6%	59.7%	40.5%	44.9%
Public	Favorable	58.4%	60.4%	40.3%	59.5%	55.1%

GRAZING: Resource Management

			Administra	tive State		
		ID	MT	NM	WY	Total
Balancing the multiple uses of public lands	1 - 4	40.9%	32.9%	58.1%	50.0%	45.0%
	Favorable	59.1%	67.1%	41.9%	50.0%	55.0%
Maintaining the lands in healthy condition	1 - 4	27.5%	22.3%	47.4%	45.2%	34.8%
	Favorable	72.5%	77.7%	52.6%	54.8%	65.2%
Protecting the natural and cultural resources on public lands	1 - 4	26.1%	18.5%	45.5%	35.9%	30.7%
	Favorable	73.9%	81.5%	54.5%	64.1%	69.3%
Considering the social and economic effects of land management	1 - 4	52.4%	45.1%	65.8%	60.5%	55.7%
decisions on industries, communities, and individuals	Favorable	47.6%	54.9%	34.2%	39.5%	44.3%
Managing permitted operations on public lands	1 - 4	37.3%	32.9%	44.7%	43.0%	39.4%
	Favorable	62.7%	67.1%	55.3%	57.0%	60.6%
Managing riparian and wetland areas	1 - 4	36.5%	33.3%	51.7%	56.5%	44.1%
	Favorable	63.5%	66.7%	48.3%	43.5%	55.9%
Controlling weed infestation	1 - 4	70.9%	62.2%	73.0%	77.3%	70.6%
	Favorable	29.1%	37.8%	27.0%	22.7%	29.4%
Working in a collaborative process to balance the use of the land	1 - 4	35.9%	26.1%	44.3%	45.8%	37.6%
	Favorable	64.1%	73.9%	55.7%	54.2%	62.4%
Resource Management	1 - 4	39.1%	29.8%	55.8%	48.2%	42.5%
	Favorable	60.9%	70.2%	44.2%	51.8%	57.5%

GRAZING: Regulations, Policies, and Guidance

			Administra	ative State		
		ID	MT	NM	WY	Total
Having clear, understandable, and reasonable	1 - 4	50.0%	46.3%	61.3%	61.0%	54.2%
regulations, policies, and guidance	Favorable	50.0%	53.7%	38.8%	39.0%	45.8%
Enforcing regulations and policies fairly, consistently, and equitably	1 - 4	44.2%	40.0%	60.0%	48.8%	47.9%
	Favorable	55.8%	60.0%	40.0%	51.3%	52.1%
Interpreting regulations consistently	1 - 4	46.5%	39.8%	55.8%	56.4%	49.4%
	Favorable	53.5%	60.2%	44.2%	43.6%	50.6%
Involving you in the development of regulations,	1 - 4	53.4%	50.0%	58.7%	70.0%	57.7%
policies, and guidance	Favorable	46.6%	50.0%	41.3%	30.0%	42.3%
Implementing guidelines for livestock grazing	1 - 4	36.0%	32.6%	46.8%	46.9%	40.1%
	Favorable	64.0%	67.4%	53.2%	53.1%	59.9%
Regulations, Policies, and Guidance	1 - 4	46.2%	47.4%	62.5%	56.8%	52.7%
	Favorable	53.8%	52.6%	37.5%	43.2%	47.3%

REALTY MANAGEMENT: Overall BLM Performance

			Administrative State							
		AK	AK CA ID OR							
Overall BLM Performance	1 - 4	56.9%	40.3%	52.7%	43.8%	49.5%				
	Favorable	43.1%	43.1% 59.7% 47.3% 56.3%							

REALTY MANAGEMENT: Service Quality and Processing Proposals

			Administra	tive State		
		AK	CA	ID	OR	Total
Processing realty management actions in a timely manner	1 - 4	61.5%	41.7%	52.8%	46.2%	51.8%
	Favorable	38.5%	58.3%	47.2%	53.8%	48.2%
Delegating sufficient authority to local employees to make decisions	1 - 4	53.8%	42.0%	50.0%	50.0%	48.8%
	Favorable	46.2%	58.0%	50.0%	50.0%	51.2%
Informing you of issues, processes, cost, timeframes, and	1 - 4	32.8%	30.0%	35.8%	26.7%	32.3%
other factors pertaining to realty management actions	Favorable	67.2%	70.0%	64.2%	73.3%	67.7%
Having consistent procedures and guidance between field	1 - 4	41.1%	53.7%	43.9%	46.2%	45.7%
offices	Favorable	58.9%	46.3%	56.1%	53.8%	54.3%
Having personnel who reflect a positive and professional	1 - 4	21.5%	16.7%	27.3%	18.8%	21.4%
attitude	Favorable	78.5%	83.3%	72.7%	81.3%	78.6%
Providing information about services via the Internet and	1 - 4	39.0%	52.2%	22.7%		35.1%
electronically	Favorable	61.0%	47.8%	77.3%	100.0%	64.9%
Providing assistance when needed to complete	1 - 4	36.8%	25.9%	27.5%	23.1%	29.7%
applications	Favorable	63.2%	74.1%	72.5%	76.9%	70.3%
Explaining the terms and conditions of the transaction	1 - 4	32.3%	19.0%	29.6%	18.8%	26.3%
	Favorable	67.7%	81.0%	70.4%	81.3%	73.7%
Service Quality and Processing Proposals	1 - 4	47.6%	32.8%	43.4%	21.4%	39.8%
	Favorable	52.4%	67.2%	56.6%	78.6%	60.2%

REALTY MANAGEMENT: Communicating and Collaborating with the Public

			Administra	tive State		
		AK	CA	ID	OR	Total
Bringing people together to consider economic and social	1 - 4	61.1%	55.6%	58.7%	50.0%	58.1%
issues in making land management decisions	Favorable	38.9%	44.4%	41.3%	50.0%	41.9%
Informing the public about land management issues and	1 - 4	39.7%	54.0%	44.4%	46.7%	45.6%
decisions	Favorable	60.3%	46.0%	55.6%	53.3%	54.4%
Providing opportunities to participate in land use planning	1 - 4	45.5%	36.1%	52.1%	33.3%	44.4%
	Favorable	54.5%	63.9%	47.9%	66.7%	55.6%
Providing opportunities to participate in environmental	1 - 4	46.9%	40.5%	47.7%	30.0%	44.3%
analyses	Favorable	53.1%	59.5%	52.3%	70.0%	55.7%
Taking initiative on issues affecting land management	1 - 4	52.6%	35.7%	62.2%	30.8%	49.0%
agencies	Favorable	47.4%	64.3%	37.8%	69.2%	51.0%
Working with other federal and state agencies and	1 - 4	38.6%	20.0%	35.9%	21.4%	31.3%
organizations	Favorable	61.4%	80.0%	64.1%	78.6%	68.7%
Maintaining good communication and coordination within the	1 - 4	45.1%	35.6%	48.8%	33.3%	42.4%
BLM	Favorable	54.9%	64.4%	51.2%	66.7%	57.6%
Having a visible presence in the field and/or in the community	1 - 4	67.7%	38.3%	45.1%	37.5%	50.6%
	Favorable	32.3%	61.7%	54.9%	62.5%	49.4%
Educating the public about how to use the land	1 - 4	58.2%	60.0%	53.2%	58.3%	57.1%
	Favorable	41.8%	40.0%	46.8%	41.7%	42.9%
Bringing people together to offer an opinion and participate in	1 - 4	48.3%	45.2%	54.0%	33.3%	48.2%
consideration of a specific realty management proposal	Favorable	51.7%	54.8%	46.0%	66.7%	51.8%
Communicating and Collaborating with the Public	1 - 4	47.0%	45.8%	50.0%	33.3%	46.4%
	Favorable	53.0%	54.2%	50.0%	66.7%	53.6%

REALTY MANAGEMENT: Resource Management

			Administra	tive State		
		AK	CA	ID	OR	Total
Balancing the multiple uses of public lands	1 - 4	52.6%	51.1%	57.1%	15.4%	50.6%
	Favorable	47.4%	48.9%	42.9%	84.6%	49.4%
Maintaining the lands in healthy condition	1 - 4	37.9%	53.3%	40.4%	14.3%	40.8%
	Favorable	62.1%	46.7%	59.6%	85.7%	59.2%
Protecting the natural and cultural resources on public lands	1 - 4	44.4%	45.8%	32.1%	14.3%	38.8%
	Favorable	55.6%	54.2%	67.9%	85.7%	61.2%
Considering the social and economic effects of land management	1 - 4	53.4%	52.3%	57.4%	57.1%	54.6%
decisions on industries, communities, and individuals	Favorable	46.6%	47.7%	42.6%	42.9%	45.4%
Managing riparian and wetland areas	1 - 4	54.3%	45.2%	39.0%	27.3%	45.0%
	Favorable	45.7%	54.8%	61.0%	72.7%	55.0%
Resource Management	1 - 4	41.9%	45.3%	48.1%	35.7%	44.3%
	Favorable	58.1%	54.7%	51.9%	64.3%	55.7%

REALTY MANAGEMENT: Regulations, Policies, and Guidance

			Administra	tive State		
		AK	CA	ID	OR	Total
Having clear, understandable, and reasonable	1 - 4	63.5%	55.6%	55.8%	50.0%	57.8%
regulations, policies, and guidance	Favorable	36.5%	44.4%	44.2%	50.0%	42.2%
Enforcing regulations and policies fairly, consistently,	1 - 4	61.4%	39.6%	46.2%	21.4%	47.4%
and equitably	Favorable	38.6%	60.4%	53.8%	78.6%	52.6%
Interpreting regulations consistently	1 - 4	62.3%	48.9%	51.0%	33.3%	53.3%
	Favorable	37.7%	51.1%	49.0%	66.7%	46.7%
Involving you in the development of regulations,	1 - 4	64.5%	64.4%	55.6%	53.8%	61.2%
policies, and guidance	Favorable	35.5%	35.6%	44.4%	46.2%	38.8%
Improving guidelines and procedures for land	1 - 4	65.5%	59.2%	59.1%	33.3%	59.0%
exchanges and other realty management actions	Favorable	34.5%	40.8%	40.9%	66.7%	41.0%
Explaining the need for realty management	1 - 4	65.5%	48.9%	52.1%	50.0%	55.5%
	Favorable	34.5%	51.1%	47.9%	50.0%	44.5%
Explaining land appraisal and valuation	1 - 4	70.2%	48.2%	47.9%	33.3%	53.0%
	Favorable	29.8%	51.8%	52.1%	66.7%	47.0%
Regulations, Policies, and Guidance	1 - 4	59.4%	44.2%	54.7%	40.0%	52.2%
	Favorable	40.6%	55.8%	45.3%	60.0%	47.8%

OIL AND GAS: Overall BLM Performance

		Administrative State						
	СО	ES	MT	WY	Total			
1 - 4	47.6%	45.1%	47.8%	44.0%	45.9%			
Favorable	52.4%	54.9%	52.2%	56.0%	54.1%			
	•	1 - 4 47.6%	CO ES 1 - 4 47.6% 45.1%	CO ES MT 1 - 4 47.6% 45.1% 47.8%	CO ES MT WY 1 - 4 47.6% 45.1% 47.8% 44.0%			

OIL AND GAS: Service Quality and Processing Permit Applications

			Administra	tive State		
		CO	ES	MT	WY	Total
Processing permit applications in a timely manner	1 - 4	48.2%	44.4%	47.6%	54.0%	49.3%
	Favorable	51.8%	55.6%	52.4%	46.0%	50.7%
Delegating sufficient authority to local employees to	1 - 4	37.5%	44.3%	41.6%	40.2%	40.7%
make decisions	Favorable	62.5%	55.7%	58.4%	59.8%	59.3%
Maintaining good communications during the leasing	1 - 4	38.8%	25.0%	25.6%	37.0%	32.2%
and approval process	Favorable	61.3%	75.0%	74.4%	63.0%	67.8%
Having consistent procedures and guidance between the BLM offices	1 - 4	57.3%	43.3%	48.1%	48.3%	49.3%
	Favorable	42.7%	56.7%	51.9%	51.7%	50.7%
Having personnel who reflect a friendly, cooperative	1 - 4	24.4%	17.9%	17.8%	25.7%	22.0%
attitude	Favorable	75.6%	82.1%	82.2%	74.3%	78.0%
Providing products and services via the Internet and	1 - 4	32.6%	38.7%	34.7%	41.4%	37.2%
electronically	Favorable	67.4%	61.3%	65.3%	58.6%	62.8%
Providing technical assistance when needed to	1 - 4	25.9%	26.7%	27.7%	33.6%	29.2%
complete offers or applications	Favorable	74.1%	73.3%	72.3%	66.4%	70.8%
Explaining the terms and conditions of your lease or	1 - 4	25.9%	20.7%	22.2%	27.8%	24.7%
permit	Favorable	74.1%	79.3%	77.8%	72.2%	75.3%
Responding to your questions with up-to-date and	1 - 4	25.6%	27.7%	22.2%	29.4%	26.6%
accurate information	Favorable	74.4%	72.3%	77.8%	70.6%	73.4%
Service Quality and Processing Permit Applications	1 - 4	38.1%	36.7%	35.7%	45.4%	39.8%
	Favorable	61.9%	63.3%	64.3%	54.6%	60.2%

OIL AND GAS: Working with the Public on Land Use Planning

			Administra	tive State		
		СО	ES	MT	WY	Total
Taking into consideration the social and economic effects of land management decisions	1 - 4	55.6%	58.3%	69.6%	63.4%	62.0%
on the oil and gas industry, local communities, and individuals	Favorable	44.4%	41.7%	30.4%	36.6%	38.0%
Balancing the multiple uses of public lands in	1 - 4	51.4%	50.7%	73.6%	60.6%	59.3%
terms of local and national priorities	Favorable	48.6%	49.3%	26.4%	39.4%	40.7%
Informing the public about land management	1 - 4	38.5%	51.5%	45.8%	40.2%	43.4%
issues and decisions	Favorable	61.5%	48.5%	54.2%	59.8%	56.6%
Providing opportunities to participate in land use	1 - 4	52.8%	53.4%	56.5%	55.2%	54.6%
olanning	Favorable	47.2%	46.6%	43.5%	44.8%	45.4%
Providing opportunities to participate in	1 - 4	41.9%	56.9%	54.1%	45.9%	48.9%
environmental analyses	Favorable	58.1%	43.1%	45.9%	54.1%	51.1%
Taking initiative on issues affecting other land	1 - 4	52.5%	47.2%	58.6%	56.5%	54.1%
management agencies	Favorable	47.5%	52.8%	41.4%	43.5%	45.9%
Working with other federal and state agencies	1 - 4	46.4%	50.0%	52.9%	43.4%	47.6%
and organizations	Favorable	53.6%	50.0%	47.1%	56.6%	52.4%
Keeping public lands available to the oil and gas	1 - 4	61.5%	53.2%	74.7%	66.4%	64.4%
industry	Favorable	38.5%	46.8%	25.3%	33.6%	35.6%
Working with the Public on Land Use Planning	1 - 4	45.1%	46.4%	57.3%	44.4%	47.9%
	Favorable	54.9%	53.6%	42.7%	55.6%	52.1%

OIL AND GAS: Resource Management

			Administra	ative State		
		СО	ES	MT	WY	Total
Maintaining the public lands in healthy	1 - 4	22.5%	24.4%	31.8%	23.3%	25.3%
condition	Favorable	77.5%	75.6%	68.2%	76.7%	74.7%
Protecting the natural and cultural	1 - 4	26.8%	15.4%	26.5%	22.0%	22.7%
resources on public lands	Favorable	73.2%	84.6%	73.5%	78.0%	77.3%
Supervising permitted operations on public	1 - 4	36.0%	32.8%	32.1%	34.4%	33.9%
lands	Favorable	64.0%	67.2%	67.9%	65.6%	66.1%
Balancing conservation of the environment	1 - 4	51.9%	40.0%	59.5%	59.1%	53.6%
with applicants' needs	Favorable	48.1%	60.0%	40.5%	40.9%	46.4%
Resource Management	1 - 4	34.1%	32.1%	38.4%	42.5%	37.6%
	Favorable	65.9%	67.9%	61.6%	57.5%	62.4%

OIL AND GAS: Regulations, Policies, and Guidance

			Administra	tive State		
		СО	ES	MT	WY	Total
Having reasonable regulations, policies, and	1 - 4	60.7%	56.0%	68.9%	58.1%	60.7%
guidance	Favorable	39.3%	44.0%	31.1%	41.9%	39.3%
Interpreting regulations and other guidance consistently	1 - 4	50.0%	43.0%	54.7%	53.0%	50.7%
	Favorable	50.0%	57.0%	45.3%	47.0%	49.3%
Enforcing regulations and policies consistently	1 - 4	47.0%	35.0%	51.2%	47.3%	45.5%
and equitably	Favorable	53.0%	65.0%	48.8%	52.7%	54.5%
Involving you in the development of regulations,	1 - 4	65.4%	62.0%	72.1%	62.7%	65.4%
policies, and guidance	Favorable	34.6%	38.0%	27.9%	37.3%	34.6%
Making reasonable decisions regarding your	1 - 4	50.0%	39.5%	44.2%	48.8%	46.1%
permit	Favorable	50.0%	60.5%	55.8%	51.2%	53.9%
Regulations, Policies, and Guidance	1 - 4	54.8%	55.6%	60.2%	54.1%	55.9%
	Favorable	45.2%	44.4%	39.8%	45.9%	44.1%

RECREATIONAL PERMITS: Overall BLM Performance

			Administrative State						
		CA	СО	OR	UT	Total			
Overall Satisfaction with	1 - 4	29.6%	27.6%	31.2%	28.8%	28.8%			
Processing Permits	Favorable	70.4%	72.4%	68.8%	71.2%	71.2%			
Overall BLM Performance	1 - 4	35.7%	25.9%	32.1%	31.8%	29.7%			
	Favorable	64.3%	74.1%	67.9%	68.2%	70.3%			

RECREATIONAL PERMITS: Processing Permits

			Administra	ative State		
		CA	co	OR	UT	Total
Providing clear information on how	1 - 4	21.4%	19.1%	19.5%	17.2%	18.6%
to apply for or renew a permit	Favorable	78.6%	80.9%	80.5%	82.8%	81.4%
Processing your application in a	1 - 4	17.9%	16.3%	14.3%	11.9%	14.5%
mutually agreed upon timeframe	Favorable	82.1%	83.7%	85.7%	88.1%	85.5%
Maintaining good communications	1 - 4	21.4%	16.8%	29.5%	19.2%	20.2%
during the permit process	Favorable	78.6%	83.2%	70.5%	80.8%	79.8%
Providing assistance when needed	1 - 4	16.0%	14.0%	17.3%	18.4%	16.3%
to complete paperwork	Favorable	84.0%	86.0%	82.7%	81.6%	83.7%
Being available when you call	1 - 4	22.2%	23.7%	28.6%	37.5%	29.4%
	Favorable	77.8%	76.3%	71.4%	62.5%	70.6%
Processing Applications	1 - 4	14.3%	16.9%	19.2%	24.5%	19.8%
	Favorable	85.7%	83.1%	80.8%	75.5%	80.2%

RECREATIONAL PERMITS: Service Delivery

			Administra	ative State		
		CA	СО	OR	UT	Total
Having employees who are	1 - 4	4.0%	19.3%	23.1%	22.1%	20.1%
knowledgeable	Favorable	96.0%	80.7%	76.9%	77.9%	79.9%
Having a friendly, cooperative attitude	1 - 4	17.9%	13.2%	15.4%	16.9%	15.2%
	Favorable	82.1%	86.8%	84.6%	83.1%	84.8%
Returning your phone call within a	1 - 4	11.5%	16.3%	19.7%	13.1%	15.5%
reasonable time period	Favorable	88.5%	83.7%	80.3%	86.9%	84.5%
Responding to written correspondence	1 - 4	19.2%	23.8%	20.3%	17.6%	20.6%
within a reasonable time period	Favorable	80.8%	76.3%	79.7%	82.4%	79.4%
Making written correspondence easy to	1 - 4	10.7%	29.1%	25.0%	25.3%	25.8%
understand	Favorable	89.3%	70.9%	75.0%	74.7%	74.2%
Being able to obtain permits at local BLM	1 - 4	19.2%	22.3%	21.3%	24.0%	22.5%
offices	Favorable	80.8%	77.7%	78.7%	76.0%	77.5%
Making up-to-date information accessible	1 - 4	25.0%	28.1%	21.1%	25.3%	25.7%
	Favorable	75.0%	71.9%	78.9%	74.7%	74.3%
Providing accurate and affordable	1 - 4	20.8%	23.8%	23.5%	21.4%	22.8%
maps/brochures	Favorable	79.2%	76.2%	76.5%	78.6%	77.2%
Service Delivery	1 - 4	18.5%	18.5%	19.5%	19.7%	19.1%
	Favorable	81.5%	81.5%	80.5%	80.3%	80.9%

RECREATIONAL PERMITS: Permit Administration

			Administra	ative State		
		CA	СО	OR	UT	Total
Calculating fees and deductions correctly	1 - 4	20.0%	17.4%	14.7%	14.1%	15.9%
	Favorable	80.0%	82.6%	85.3%	85.9%	84.1%
Agreeing on fees and deductions upon	1 - 4	11.1%	18.7%	15.8%	15.1%	16.4%
signing and approving the permit	Favorable	88.9%	81.3%	84.2%	84.9%	83.6%
Explaining policies and regulations relating	1 - 4	14.8%	21.1%	25.6%	17.6%	20.3%
to the permit	Favorable	85.2%	78.9%	74.4%	82.4%	79.7%
Explaining insurance and bond options and	1 - 4	29.6%	19.0%	27.8%	20.4%	21.8%
requirements relating to the permit	Favorable	70.4%	81.0%	72.2%	79.6%	78.2%
Providing reasonable environment protection	1 - 4	20.0%	17.3%	26.0%	16.4%	18.7%
requirements as part of the permit	Favorable	80.0%	82.7%	74.0%	83.6%	81.3%
Issuing permits with understandable terms	1 - 4	14.8%	20.8%	24.4%	20.4%	20.9%
and conditions	Favorable	85.2%	79.2%	75.6%	79.6%	79.1%
Explaining the inspection of records and	1 - 4		25.7%	33.3%	56.3%	34.5%
audits	Favorable	100.0%	74.3%	66.7%	43.8%	65.5%
Handling audits courteously and timely	1 - 4		16.7%	14.3%	26.7%	18.6%
	Favorable	100.0%	83.3%	85.7%	73.3%	81.4%
Permit Administration	1 - 4	22.2%	19.0%	23.1%	17.9%	19.5%
	Favorable	77.8%	81.0%	76.9%	82.1%	80.5%

RECREATIONAL PERMITS: Monitoring and Evaluating/Rules and Regulations

		Administrative State				
		CA	СО	OR	UT	Total
Having reasonable rules and	1 - 4	28.6%	26.4%	41.0%	30.5%	30.6%
regulations	Favorable	71.4%	73.6%	59.0%	69.5%	69.4%
Interpreting regulations consistently	1 - 4	28.0%	32.5%	33.3%	31.5%	32.0%
	Favorable	72.0%	67.5%	66.7%	68.5%	68.0%
Implementing consistent policies for all	1 - 4	20.0%	36.8%	39.7%	41.4%	38.0%
applicants and permittees	Favorable	80.0%	63.2%	60.3%	58.6%	62.0%
Having consistent enforcement policies	1 - 4	34.8%	38.8%	38.2%	48.9%	41.8%
	Favorable	65.2%	61.2%	61.8%	51.1%	58.2%
Explaining the evaluation process	1 - 4	40.9%	34.1%	34.2%	36.1%	35.2%
	Favorable	59.1%	65.9%	65.8%	63.9%	64.8%
Providing prompt post-evaluation	1 - 4	31.6%	32.1%	29.7%	33.3%	32.0%
feedback	Favorable	68.4%	67.9%	70.3%	66.7%	68.0%
Making reasonable decisions regarding	1 - 4	36.0%	25.3%	35.1%	22.7%	26.8%
your permit	Favorable	64.0%	74.7%	64.9%	77.3%	73.2%
Taking into consideration your interests	1 - 4	34.8%	32.7%	50.0%	39.8%	38.4%
when changing the terms of your permit	Favorable	65.2%	67.3%	50.0%	60.2%	61.6%
Considering suggestions for	1 - 4	41.7%	39.2%	49.3%	43.8%	42.8%
improvement to the permitting	Favorable	58.3%	60.8%	50.7%	56.2%	57.2%
Monitoring and Evaluating/Rules and	1 - 4	40.7%	36.8%	44.7%	37.7%	38.8%
Regulations	Favorable	59.3%	63.2%	55.3%	62.3%	61.2%

RECREATIONAL PERMITS: Recreation Operations

		Administrative State				
		CA	CO	OR	UT	Total
Providing appropriate user facilities at BLM developed	1 - 4	32.0%	25.9%	30.1%	30.5%	28.8%
recreation sites	Favorable	68.0%	74.1%	69.9%	69.5%	71.2%
Maintaining recreation sites	1 - 4	35.7%	25.5%	26.3%	29.1%	27.6%
adequately	Favorable	64.3%	74.5%	73.7%	70.9%	72.4%
Staffing recreation sites	1 - 4	41.7%	37.1%	32.4%	41.3%	37.9%
adequately to meet your needs	Favorable	58.3%	62.9%	67.6%	58.7%	62.1%
Maintaining roads and trails	1 - 4	40.7%	34.8%	28.8%	45.1%	37.8%
	Favorable	59.3%	65.2%	71.2%	54.9%	62.2%
Maintaining clean recreation	1 - 4	35.7%	24.7%	30.3%	28.4%	27.8%
sites	Favorable	64.3%	75.3%	69.7%	71.6%	72.2%
Recreation Operations	1 - 4	50.0%	26.2%	28.6%	39.9%	33.0%
	Favorable	50.0%	73.8%	71.4%	60.1%	67.0%

RECREATIONAL PERMITS: Recreation Operations

			Administra	ative State		
		CA	СО	OR	UT	Total
Protecting the natural and cultural	1 - 4	14.8%	28.5%	29.5%	39.5%	31.7%
resources on public lands	Favorable	85.2%	71.5%	70.5%	60.5%	68.3%
Providing a quality recreation experience	1 - 4	22.2%	26.7%	23.3%	27.0%	25.9%
	Favorable	77.8%	73.3%	76.7%	73.0%	74.1%
Managing permitted operations on public	1 - 4	42.3%	31.4%	37.7%	35.5%	34.6%
lands	Favorable	57.7%	68.6%	62.3%	64.5%	65.4%
Balancing conservation of the	1 - 4	33.3%	34.7%	42.3%	38.5%	37.3%
environment with permit holders' needs	Favorable	66.7%	65.3%	57.7%	61.5%	62.7%
Supervising permitted operations on	1 - 4	29.2%	41.2%	45.3%	40.3%	40.9%
public lands	Favorable	70.8%	58.8%	54.7%	59.7%	59.1%
Recreation Resource Management	1 - 4	33.3%	32.4%	37.2%	37.6%	35.1%
	Favorable	66.7%	67.6%	62.8%	62.4%	64.9%

Appendix D:What Is Net Impression®?

WHAT IS NET IMPRESSION®?

Net Impression is a survey-based approach for helping companies plan improvements that will lead to the greatest increase in customer satisfaction. The Net Impression measurement methodology is based on a powerful model of how customers evaluate the service they receive.

Customer perceptions of service and their expectations of what they will receive from the company are grounded in "moments of truth" experiences in which customers come in contact with the company in some way. These experiences can range from direct reactions to the service and service delivery, advertising about the company or reading an article in the newspaper, or even talking to a neighbor. Expectations of performance can also arise from hearing about or using the competition's offering. From their experience base, customers develop a mental "report card" that they implicitly bring with them to each service encounter. The product or service delivered by the company is compared to the report card criteria to determine whether quality service has been delivered or not.

To plan changes that maximize the customers' overall Net Impression of the company, management needs to understand the report card – how the various criteria the customers use to judge performance fit together in the customer's mind, and where the company's leverage is in improving customer satisfaction.

Net Impression begins with a qualitative research step in which the <u>broad</u> expectations of performance (called customer service arenas) are

defined. These customer service arenas explain, in the customer's terms, what they feel the company should do for them. They can range from a fairly operational concern, such as "Managing my account," to something more abstract, such as "Showing concern for the environment" or "Maintaining an effective business partnership." Together, the customer service arenas amount to the company's value proposition or benefit concept expressed in terms of what the customer expects (instead of what the company offers).

Within each customer service arena, a number of factors called "customer value characteristics" (CVCs) provide additional detail (again, in the customers' terms) on what constitutes good or bad performance within an arena. For example, customer value characteristics under an account management arena might include "Accurate bill," "Being easy to reach," or "Resolving problems quickly" — all factors that determine, in the customer's mind, what good (or bad) performance in the Account Management arena might mean.

Figure 1 illustrates the Net Impression framework developed for a utility's residential market. The five customer service arenas show the broad areas in which customers said they expected service and the customer value characteristics define what constitutes good and bad performance within an arena.

In the quantitative part of Net Impression, a computer model is used to analyze survey responses. The model shows, relatively speaking, where improvements will have the greatest impact

on overall customer satisfaction. We use the term "leverage" to report relative priorities for improvement. A high-leverage arena (or customer value characteristic) is one in which customers are relatively dissatisfied, especially sensitive, or both. An improvement in a high-leverage area will have a greater impact on customer satisfaction. A low-leverage arena or customer value characteristic is one in which customers are relatively satisfied, not especially sensitive, or both. Improvements in a low-leverage arena are not likely to have a big impact on customer perceptions.

The leverage scores are useful for planning improvement initiatives because they focus the improvement effort on those areas that matter most to customers. Management can implement any number of changes in product/service mix, operations, or communications, with the assurance that these changes will maximize the use of scarce resources. By concentrating on high-leverage areas, companies can often find ways to improve service and save resources at the same time.

Figure 2 shows the leverage scores for the five customer service arenas for PG&E's Sacramento Division. These scores indicate that the greatest leverage in that division's service territory lies in improvements in the Account Services arena. Improvement efforts should be concentrated there while maintaining performance in the lower-leverage areas. Figure 3 provides more specific guidance to the company on what to do to improve

of customer perceptions account services performance. Apparently, customers are relatively dissatisfied with and sensitive to the interactions they have with the company's staff regarding their bill. Perhaps training or improved customer communications can be developed to address this high leverage area. Similarly, Figure 4 shows that improved communications in the Handling Outages arena would go a long way towards improving customer satisfaction there. Interestingly, customers expect outages occasionally, but become irritated when they cannot find out what is going on. Fortunately, improving communications surrounding outages is much cheaper than improving power reliability.

Net Impression works because it mobilizes the capabilities of managers and staff and focuses them on the customer. The continuous improvement process starts right away, and the momentum builds with the initial successes as people gain confidence in the process and pride in their accomplishments. Everybody — from senior management to front-line customer service personnel — has a role to play in the effort. In short, PCG's goal is to help the company make customer satisfaction — adding value faster than the competition — the way of doing business rather than a separate program or initiative.

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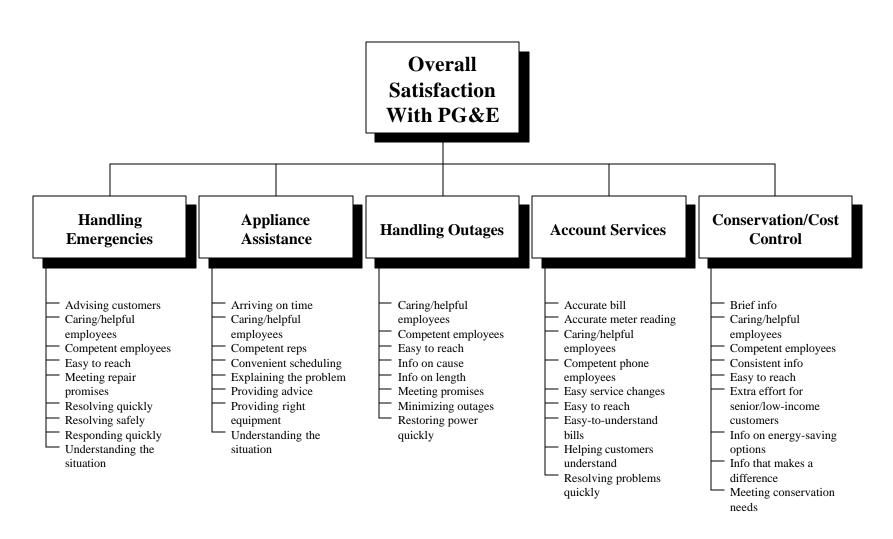


Figure 1. Net Impression Example

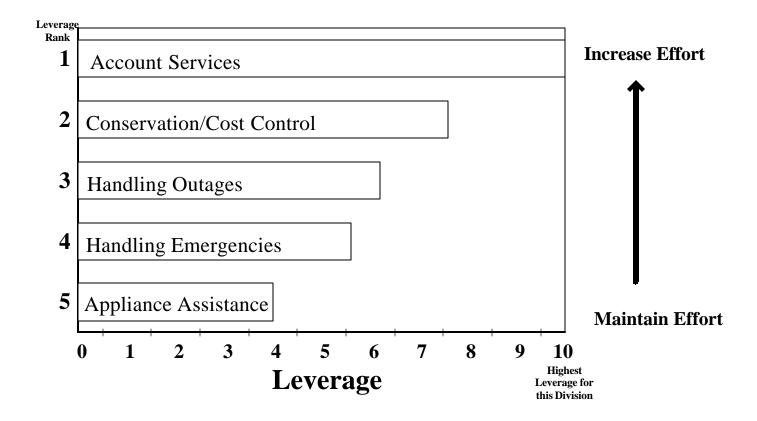


Figure 2. Sacramento Division has the Greatest Opportunity for Improvement in Account Services

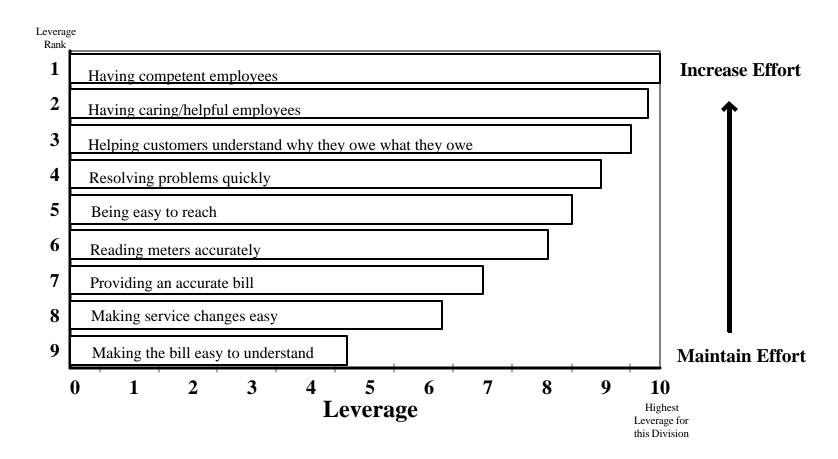


Figure 3. Ways to Improve Account Services

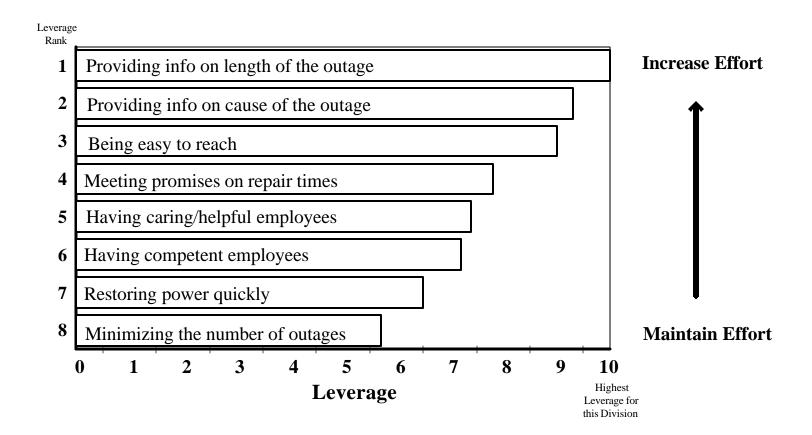


Figure 4. Ways to Improve Handling Outages

Appendix E: Glossary of Terms

Glossary

- Customer -- a person who uses the service provided.
- Sample -- a sample is only a partial representation of the larger population from which it is taken.
- Sampling error -- is the random or chance error that occurs when you take a sample rather than testing the whole population.
- Mean -- is an index of central tendency for a set of raw data. It can also be thought of as a distribution or as the simple arithmetic average. To take the average of a set of raw scores, simply add them all up and divide by the total number.
- Confidence level -- is the probability, say 95%, that the true population mean lies within a distance from the sample mean, here two standard deviations.
- Customer service arenas -- are the broad categories that describe service in terms of the customers' expectation of performance.
- Analysis of variance -- is a technique used to test the hypothesis that the means of several sampled populations are equal. This technique examines the variability of the observations within each group as well as the variability between the group means. Based on these two estimates of variability, you draw conclusions about the population means. Demographic variables are used to classify cases into different groups.
- Net Impression® -- breaks the customer's overall impression of the product and service offerings into customer service arenas, which reflect the customers' broad expectation of what the service provider should do for them. Within each customer service arena, customer value criteria show what factors make for a good or bad experience. The Net Impression® framework can be thought of as the customers' scorecard.
- Leverage -- identifies arenas where improvements in the product and service offerings will make the most difference in terms of increasing customer satisfaction. An arena or customer value criterion will have high leverage when customers are relatively dissatisfied, when the element is particularly important, or both.